

KZ214

UMUZIWABANTU REVIEWED DRAFT  
INTERGRATED DEVELOPMENT  
PLAN 2016/17



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## SECTION A: EXECUTIVE SUMMARY

The name Umuziwabantu is an isiZulu name meaning “the people's home”. This name is apparently derived from the fact that the local Nkosi used to meet to discuss matters concerning their tribes and this strengthened the relationship between these groups. This advocated a situation where problems emanating from differences would be solved amicably through negotiations (Urban Econ, 2008).

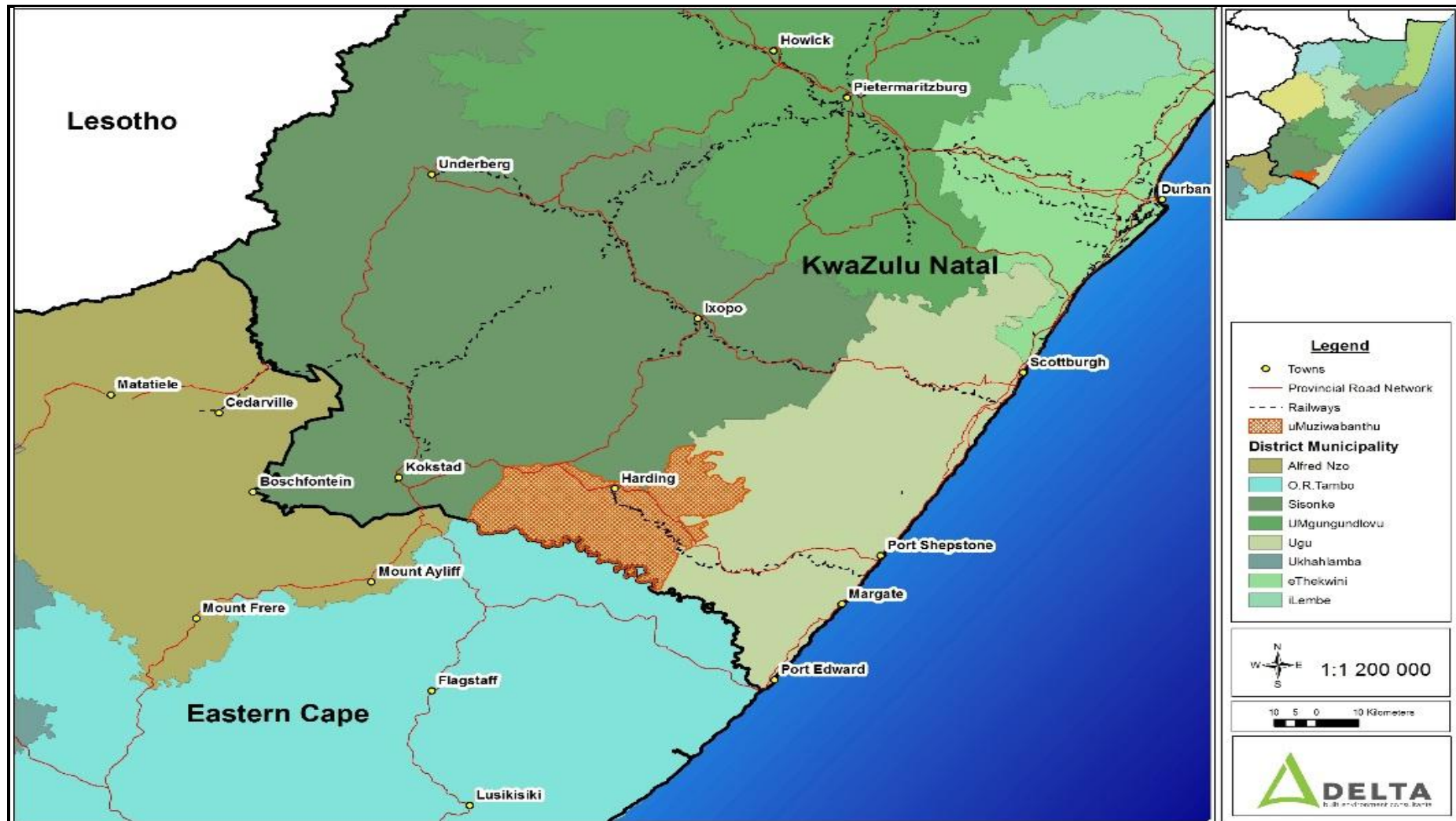
This IDP document is the Municipality’s principal strategic planning document which ensures co-ordination of the government’s development agenda among its three spheres. It forms the inclusion of a revised Spatial Development Framework (SDF) as well as alignment with a number of Local Government policies and plans. Integrated Development Planning is a continuous process whereby municipalities prepare their five year Strategic Development Plans, which coincide with the term of Council.

### A.1 OVERVIEW OF THE UMUZIWABANTU MUNICIPAL AREA

The Umuziwabantu Municipality is a local municipality located in southern KwaZulu-Natal. It is one of six local municipalities located within the UGU District.

The municipality is bordered by:

- Ezingoleni to the North East (Ugu District, KZN)
- Greater Kokstad North West (Harry Gwala District, KZN)
- Umzimkhulu to the North (Harry Gwala District, KZN)
- Mbizana to the South (Alfred Nzo District, Eastern Cape)



Map 01: Umuziwabantu Local Municipality locality: Adapted from the Umuziwabantu draft SDF status quo report

PHYSICAL	Total Area:	1089.47km²		
	Altitude Range	169m to 2 266m above sea level		
POPULATION*	Total Population:	98 157	Population Density:	90 people/km²
	Urban/Rural Split	13.8% urban/ Rural: 86.2%		
	Languages			
	isiZulu	88.1%	IsiXhosa	4.9%
	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%
	ECONOMIC	GGP	R1,166m	Unemployment
ADMIN-ISTRATION	Municipal Code	KZ214		
	No. Wards	10 wards		
	Traditional Councils	6		

**Table001: Umuziwabantu Overview (\*adapted from Census 2011 data)**

The Umuziwabantu Municipal area is constituted as follows:

- Harding, which is approximately 2% of the area.
- Farmlands, which constitutes about 36% of the area.
- Forestation, which is about 20% of the area.
- Tribal areas, which constitute about 40% of the area.

## A.2 MUNICIPAL VISION AND MISSION STATEMENT

The IDP is developed in accordance with the legislative requirements of the Municipal Systems Act 32 of 2000, through an interactive process that involved respective stakeholders. The process was defined by a process plan that was duly adopted by the municipality. The process involved IDP-budget road shows, technical management meeting and meetings of stakeholders in the form of IDP representative forum. The Municipal IDP Review process flow is attached as an annexure.

The IDP as a strategic plan for the municipal area provides us with the opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, para-statal, organized business and organized interest groups (i.e. Community-Based Organizations (CBOs) and Non-governmental Organizations (NGOs) in order to craft a strategy and set the tone for a meaningful development agenda and participatory governance.

The ultimate product was then taken through the approval process of the municipality and subsequently adopted by the Municipal Council. The approved developmental vision for the municipality therefore is:

**Vision:** *To be a preferred investment destination with superior, sustainable and people centred service delivery.*

The municipality therefore seeks to achieve this vision, through the following mission:

**Mission Statement:** *To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.*





### A.3 DEVELOPMENT CHALLENGES

The drive to eliminate poverty and reduce inequality in the municipality is impeded by a range of development challenges. In the main these challenges can be summarised as follows:

- The high unemployment rate
- Backlogs and slow development in terms of housing due to unfavourable weather conditions are some of the key challenges faced by the Municipality.
- The need to speed up service delivery more especially in the rural areas.
- There is a high influx of job seekers in the municipality from neighbouring Municipalities and Province (Eastern Cape).
- Natural disasters occur frequently and this is a huge setback to the Municipality as large sums of money have to be used in repairing both the infrastructure and homes.
- HIV and AIDS is another challenge within the Municipal area. The department of health has seen an increase in the number defaulters of the TB and HIV drugs.
- The use of vans as means of transport is still common within the municipality.
- There is currently one taxi rank which has become too congested to accommodate all vehicles.

### A.3 ADDRESSING THE KEY CHALLENGES

In addressing the challenges highlighted above the municipality has agreed on a set of objectives and strategies to address these; they are listed in a summary form below.

Challenges	Objectives	Strategies
<b>Municipal Transformation and Institutional Development</b>		
High staff turnover and filling of critical posts	To plan towards development of human capital	Develop a staff retention policy.
Shortage of human resources and technical skills	Insure a capacitated staff compliment	Ensure expenditure of the municipality's budget spent on Workplace Skills Plan.
shortage of technical equipment	Insure a capacitated staff compliment	Ensure expenditure of the municipality's budget spent on Workplace Skills Plan



Challenges	Objectives	Strategies
<b>Basic Service Delivery</b>		
Backlogs and slow development in terms of housing due to unfavourable weather conditions are some of the key challenges faced by the Municipality.	Improve expand and maintain existing infrastructure.	Develop and implement an infrastructure maintenance and rehabilitation plan.
High demand of low cost housing.	To ensure that the existing housing backlogs are eliminated.	Provision of low cost housing
The lack of proper infrastructure, including poor road conditions within the CBD area and around the Harding town.	To ensure that infrastructure is maintained in and kept in good condition.	Develop and implement an infrastructure maintenance and rehabilitation plan.
The use of vans as means of transport is still common within the municipality. There is currently one taxi rank which has become too congested to accommodate all vehicles.	Budget must be bias on infrastructure development and maintenance	Upgrade of existing infrastructure to accommodate changing conditions.
Challenges	Objectives	Strategies
<b>Local Economic Development</b>		
The high unemployment rate	To create a participative and enabling environment in economic activities.	<ul style="list-style-type: none"> <li>▪ Training of SMME"s and Co-ops.</li> </ul>
There is a high influx of job seekers in the municipality from neighbouring Municipalities and Province (Eastern Cape).	To promote sustainable economic activities in the municipal area.	<ul style="list-style-type: none"> <li>▪ Enterprise development.'</li> <li>▪ Investment promotion.</li> <li>▪ Formalise the Informal economy</li> <li>▪ Provision of infrastructure for informal trading.</li> </ul>



HIV and AIDS is another challenge within the Municipal area. The department of health has seen an increase in the number defaulters of the TB and HIV drugs.	To enhance fight against the spread of HIV/AIDS pandemic and other diseases	<ul style="list-style-type: none"> <li>Provision of quality health care.</li> <li>Outreach programs on health care issues, in partnership with the Department of health.</li> </ul>
Poor formalization of the Informal economy, which results in the transgressions of the Municipal bylaws.	To ensure SMME's promotion and business retention and expansion.	<ul style="list-style-type: none"> <li>Implementing the adopted Informal trading policy.</li> <li>Re-launching the informal traders association.</li> <li>Creating a formalised municipal database of all informal traders.</li> </ul>
<b>Challenges</b>	<b>Objectives</b>	<b>Strategies</b>
<b>Municipal Financial Viability and Management</b>		
Own revenue enhancement	To improve debt collection	Implementation of credit control and collection policy
People not paying rates due to lack of services delivery	To ensure enhancement of revenue	Leadership needs to lobby for funding.
<b>Challenges</b>	<b>Objectives</b>	<b>Strategies</b>
<b>Good Governance and Public Participation</b>		
Poor law enforcement for transgressors.	To ensure publicizing and enforcement of municipal bylaws.	
High staff turnover	To put in place mechanisms to retain staff.	Adoption and implementation of the retention policy.
Filling of critical posts due to unattractive salary packages	To ensure all critical positions have been filled by competent personnel	Fast track the job evaluation process in order to review salary packages.
<b>Challenges</b>	<b>Objectives</b>	<b>Strategies</b>
<b>Cross Cutting Issues</b>		
Frequent occurrence of Natural disasters. I.e. Hail storms	To vigilantly plan and manage unforeseen natural disasters.	Review and Implement the Disaster management plan.
Lack of institutional capacity in Disaster management and fire services.	To ensure a fully capacitated Disaster management and fire services staff compliment.	Establishment of a Disaster management and fire services unit within the organisational structure



Illegal buildings (permanent and Semi-permanent structures) within the CBD area.	To ensure compliance with municipal bylaws	Hosting of awareness programs to educate communities on bylaws
Private owned land within the CBD Area	Unlock land with development potential in the CBD area.	Begin negotiation processes with Land owners
No readily available maps data	To ensure the Municipality has access to a mapped data system	To have a GIS system in place.

#### **A.4 PERFORMANCE MEASUREMENT**

The Municipality has in place a performance management framework which guides the organizations Performance management systems. On a quarterly basis the municipality conducts performance reviews, to review progress made in terms of achieving set targets and to dissect challenges faced which prevent the achievement of set targets and to come up with mechanisms to work through such challenges.

Performance Management is coordinated in the office of the Municipal Manager under the Strategic Planning unit. Once quarterly reports have been reviewed by the Executive Committee, the reports are then submitted to the internal audit unit for audit purposes.

The Performance Management Systems Policy is attached as an annexure.



## SECTION B: PLANNING AND DEVELOPMENTAL PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES.

### B.1 LEGESLATIVE BACKGROUND TO THE IDP

The principles and aspirations of the IDP are embedded on the legislative framework that provides both an ideological and systematic guide in the compilation of the document. This chapter gives a synopsis of the key legislative ad policy imperatives.

#### ▪ **Constitution of the Republic of South Africa Act 108 of 1996.**

The Constitution of the Republic of Southern Africa sets the objectives of local government as:

- To provide a democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote socio and economic development.
- To promote a safe and healthy environment.
- To encourage the involvement of communities.

#### ▪ **Local Government: Municipal Systems Act 32 of 2000.**

In terms of the Municipal Systems Act, all municipalities in South Africa must prepare Integrated Development Plans (IDP) for their area of jurisdiction. This act defines the IDP as “a single inclusive and strategic plan for the development of the municipality which”:

- Links, integrates and co-ordinates a municipality’s sector specific plans.
- Aligns the resources and capacity of the municipality to the overall Development objectives of the municipality.
- Forms the policy framework on which annual budgets rest and is compatible with the national and provincial development plans.

Chapter 5 Section 26 provides the scope of what needs to be contained in the IDP; amongst which is the Spatial Development Framework (Spatial Vision) and Disaster Management Plan.



- **Municipal Finance Management Act 56 of 2003.**

This Act makes provision for alignment between the IDP and the municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and the Budget are aligned.

- **Local Government: Municipal Planning and Performance Management Regulations (2001).**

These regulations in line with the Municipal Systems Act make provision for the inclusion in the IDP of the following:

- Institutional framework for the implementation of the IDP.
- Investment and development initiatives in the municipality.
- Key performance indicators and other important statistical information.
- A financial plan and
- A Spatial development framework.

## **B.2 SPLUMA PRINCIPLES**

### **The Spatial Planning and Land Use Management Act, 2013**

General principles for development were initially established through the DFA. These stipulated that policies, laws and practise should provide for urban and rural development, facilitate development, discourage illegal occupation of land, and promote efficient and integrated development. These principles include matters related to sustainable land development, optimal resource usage, the prevention of urban sprawl, the densification of urban areas and the promotion of land use diversity. Furthermore, SPLUMA more specifically establishes a set of core principles that apply to spatial planning, land development and land use management. The core principles supported by sub-principles relevant to the preparation of an SDF are outlined in the figure below:



SPLUMA PRINCIPLES	APPLICABILITY TO UMUZIWABANTU
1.Spatial justice	<p>The municipality seeks to address the past spatial imbalances though:</p> <ul style="list-style-type: none"> <li>• Improved access to and use of land e.g. land tenure, identification of agricultural potential land available;</li> <li>• Umuziwabantu SDF (annexure) and other policies/ by laws</li> <li>• Land use scheme – Umuziwabantu is on a process of finalising its wall-to-wall scheme which covers the entire areas of the municipality.</li> </ul>
2.Spatial sustainability	<p>Spatial planning must promote sustainable in all facets. It's imperative we use our infrastructure and services efficiently and try reducing sprawl. Our SDF has identified agricultural priority areas (fig 10-2), protected areas, future conservations and also urban edge (refer to fig. 9-8, consolidated SDF Map).</p>
3.Efficiency	<p>As the municipality we strive for the optimal use of existing resources and infrastructure. Ensure that our budgets work effectively towards service delivery and we are currently improving the response time in terms of development applications.</p>
4.Spatial Resilience	<p>Spatial planning must provision for adapting and flexibility to enable to respond to socio-economic, political and environmental shocks. Umuziwabantu's spatial plans like precinct plans, nodal plans, policies and land use management system must be flexible to ensure our communities are not impacted by shocks.</p>
5.Good administration	<p>Alignment and integrated approach to land use and land development is critical to the municipality, thus the review of the land use management. The municipality is also currently in the process of drafting SPLUMA by-laws to ensure the implementation of SPLUMA takes place.</p>



### B. 3 BREAKING NEW GROUND – HUMAN SETTLEMENTS

Governments “Breaking New Ground” policy, involving a Comprehensive Plan for the Development of Sustainable Human Settlements (August 2004) provides the basis for a shift in focus away from housing delivery as the provision of basic shelter, towards the role of housing in promoting the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. The following are fundamental tenets and underlying principles of this new approach:

- Progressive informal settlement eradication.
- Promoting densification and integration in urban centres.
- Enhancing spatial planning in both urban and rural contexts.
- Enhancing the quality and location of new housing projects.
- Supporting urban renewal programmes.
- Developing social and economic infrastructure.

**Applicability to Umuziwabantu:** To this end the municipality has planned low cost housing development in both rural and urban areas. These developments are meant to address housing backlogs as well as provide a basket of municipal services like water, electricity and sanitation. The identified projects are listed in the implementation plan.

### B.4 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME PRINCIPLES

This Comprehensive Rural Development Programme (CRDP) seeks to create vibrant, equitable and sustainable rural communities through a three-pronged strategy based on:

- A co-ordinated and integrated broad-based agrarian transformation.
- Strategically increasing rural development.
- An improved land reform programme.

**Applicability to Umuziwabantu:** The municipality is currently assisting with the development of agricultural cooperatives in response to the need to promote economic development in rural areas; agriculture being one of the key economic drivers in the municipality.





## B.5 MILLENNIUM DEVELOPMENT GOALS

The eight Millennium development goals form a blue print agreed to by all the world's countries and all the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest. The 8 MDGs are:

- Reduction of extreme poverty and Hunger
- Achieve Universal Primary Education
- Promote Women empowerment and gender equality
- Child Mortality Rate Reduction
- Improve maternal health
- Combat spread of diseases (HIV/AIDS and Malaria)
- Ensure environmental sustainability
- Global partnerships for development.

In response to the MDGS, the South African government has customised some MDGS and the prominent MDGS that relate to local government are in the sector of Water and Sanitation. The United Nations is working with Governments, civil society and other partners to build on the momentum generated by the Millennium Development Goals and carry on with an ambitious post 2015 development agenda.

***Applicability to Umuziwabantu Municipality:*** The UGu District has made a considerable effort to provide water and decent sanitation services to the community of Umuziwabantu. To this end the current access level stands at 66% within the district as a whole. Though the municipality has not reached the 100% universal access as per the national targets in this regard, the coverage made thus far has improved the lives of the people of Umuziwabantu a great deal.

Furthermore, in line with the MDG goal of combating spread of diseases (HIV/AIDS), the municipality has partnering with the Department of health and the UGu district municipality in a range of outreach programs which seek to raise awareness on the importance of living healthy responsible lives. Amongst such programs are male medical circumcision awareness and the provision of mobile clinics for such, distribution of condoms and outreach in schools.

## B.6 NDP\_PGDP\_UGU DGDP\_UMUZIWABANTU IDP ALIGNMENT

One of the critical IDP credibility criteria is harmonisation across all spheres of government. The table below demonstrates how this reviewed IDP aligns to the NDP, PGDP and UGU DGDP. The table only captures high level strategic drivers, and the detail of the actual interventions is contained in the implementation plan of the IDP.



<b>NDP PRIORITIES</b>	<b>KZN PGDP GOALS</b>	<b>UGU DGDP DRIVERS OF CHANGE</b>	<b>UMUZIWABANTU IDP OBJECTIVES</b>
Job creation	Job creation	Strategic sector engagements	Expansion of Government-led job creation programmes
Expanding Infrastructure	Strategic Infrastructure	Strategic Infrastructure investment	Improve expand and maintain existing infrastructure
Provision of quality health care	Human and Community Development	Safety nets and civic empowerment	To ensure all people have access to basic services
Transformation of rural and Urban spaces	Spatial Equity	Strategic Infrastructure investment	To improve rural development and infrastructure for all our communities.
Improving education and training	Skills alignment to economic growth	Education and skills development	To aspire to healthy and educated communities
Building a capable state	Human Resource Development	Institutional development	To provide strong and decisive leadership
Absolute reductions in the total volume of waste disposed to landfill each year	Environmental Sustainability	Environmental sustainability	Promote Participative, Facilitative & Accountable Governance
Fighting corruption and enhancing accountability	Governance and Policy	Institutional development	
Transforming society and uniting the Nation			



## B.7 MUNICIPAL COMMITMENT TO THE 14 MTSF OUTCOMES

The response to the 14 MTSF outcomes is encapsulated in all the 6 KPAS of the IDP. In the main the municipality work in collaboration with sector departments and State Owned enterprises in ensuring an appropriate response to the development issues highlighted in the IDP. Section 1.5 above demonstrates how this is achieved through the various strategies that responds to the goals of the PGDP which is the implementation tool used by the province to respond to the MTSF outcomes. Below is the highlight of outcome 9 which directly relate to the local government sphere.

### OUTCOME9

For municipality to achieve it vision it must conduct it business in a manner that is:

“Responsive, accountable, effective and efficient local government system”, this approach links outcome 9 with the identified seven outputs.

Output 1: Implement a differentiated approach to municipal financing, planning and Support

Output 2: Improving Access to Basic Services.

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcomes

Output 5: Deepen democracy through a refined Ward Committee model

Output 6: Administrative and financial capability

Output 7: Single Window of Coordination.

**Applicability to Umuziwabantu:** The development of the IDP in a collaborative manner is the basic step that the municipality has taken in ensuring that all the developmental issues are dealt with. The municipality is working in close liaison and collaboration with various sector departments and UGu district to ensure efficient delivery of services. Consultation with communities is done on a regular basis through the IDP-budget road shows and ward committee meetings. These engagements assist the municipalities to remain accountable to its communities.



## SECTION C: SITUATIONAL ANALYSIS

In line with the strategic planning principles, the IDP as a strategic document of the municipality needs to first present an analysis of the status quo. This analysis will then determine what objectives and strategies the municipalities needs to put in place in order to address development challenges. This section therefore will start with outlining a summary of MEC comments, and then give a comprehensive analysis of the community challenges in line with the KPA categorisation. Each KPA analysis will conclude by highlighting merging issues by way of a SWOT analysis.

### C.1 SUMMARY OF MEC COMMENTS ON THE 2015/2016 IDP

KPA	MEC COMMENTS	RESPONSE
Municipal Transformation and Institutional Development	The Municipality is encouraged to indicate when the Human Resource Strategy will be finalized.	The Municipal HR Strategy is currently in the process of being developed and is anticipated to be adopted by 30 June 2016.
	There is a critical need to plan for and appoint environmental management personnel.	The position has been planned for and exists in the organogram.
	The municipality is required to Reflect the municipal vacancy rate on the IDP.	The municipality notes the comment. And has been
	The municipality is advised to adopt and Implement the ICT policy framework and also note date of implementation, prior to the next IDP submission.	The municipality currently has the following policies in place: <ul style="list-style-type: none"> <li>▪ IT policy</li> <li>▪ Telecommunications policy.</li> <li>▪ User account policy.</li> </ul>
	The Municipality is hereby advised that it needs to take cognisance of the requirements on the Spatial Planning and Land Use Management Act, Act 16 of 2013 in respect of institutional	The Municipality notes the comment.



	arrangements and budget requirements for its implementation.	
Local Economic Development	It is noted that the LED strategy currently being used by the municipality was adopted in 2008 and there is no indication of it ever being reviewed.	The Municipality is currently reviewing the LED Strategy hence a consultant was appointed in 2015 to review the document. It is anticipated that the draft strategy will be adopted by 30 June 2016.
	The LED unit is not adequately capacitated in terms of human resources.	The adopted Organogram makes provision to better capacitate the LED unit by establishing a fully functional unit.
	The municipality has a huge backlog in areas of managing the informal economy, managing business licensing and identification of illegal structures erected by vendors.	The municipality notes the comment and strategies to be illustrated in the LED strategy.
Basic Service Delivery	Waste collection backlog is of concern. The municipality is encouraged to improve the service delivery with regards to waste collection and management.	The municipality notes the comment
	The municipality is encouraged to speed up the finalisation of the Draft IWMP and facilitation with the relevant authorities to identify and legalise the landfill site.	A waste management officer has been prioritized and upon appointment the IWMP will be reviewed and adopted by Council, in the next financial year.
	The municipality is encouraged to develop an operational and maintenance plan for the road infrastructure.	An operational and maintenance plan has been developed by the municipality and is being implemented.
	In the energy component, the municipality needs to address	The municipality has had a huge challenge in



	the human capacity issues through the HR development policy.	capacitating the electricity component. However plans have been made to ensure that a suitable Manager in the electricity unit is appointed. The Manager electricity has prioritized.
	The municipality needs to address backlogs for community facilities in the next Reviewed IDP.	The municipality notes the comment. All community facilities have been mapped.
	The municipality needs to clearly indicate the service backlog related to housing provision.	The municipality notes the comment.
	The municipality is encouraged to include evidence of the telecommunications backlog in the future in the document	The municipality notes the report. The final document will indicate backlog through mapping of the current existing telecommunication towers.
<b>Financial Viability and Management</b>	The Municipality is encouraged to provide an indication of the costs of contracted services including an indication of skills transfer.	The municipality notes the comment
	The municipality's effort of including the financial data required in terms of the assessment criteria on financial viability is noted. You are however encouraged to provide comprehensive information in this regard.	The municipality notes the comment.
<b>GOOD GOVERNANCE AND PUBLIC</b>	The municipality is encouraged to fast-track the finalisation and adoption of the Communication strategy and to ensure implementation of the Plan.	The municipality notes the comment. The Communication Strategy will be adopted by 30 June 2016.



	You are required on report on the status, functionality and membership of the Risk Management Committee in the next IDP review.	The municipality notes the report and the same have been addressed.
	It is recommended to confirm the functionality of both the Portfolio Committees and the MPAC in the next IDP as only the establishments of these Committees have been confirmed in the IDP.	The municipality notes the report.
<b>CROSS CUTTING INTERVENTIONS</b>	Further work is required in the improvement of the Capital Investment Framework looking at strategies, mapping and liaising with sector departments.	The municipality notes the report.
	Unfortunately the SDF does not address the issue of informal settlements within the municipality. It is recommended that the municipality identifies areas where there are informal settlements developments and include strategy as to how the municipality is to address this issue.	The municipality notes the report.
	The Municipality is required to include and integrate previously disadvantaged area, areas under traditional leadership, rural areas, slums and land holdings of state-owned enterprises and government agencies, into the spatial, economic, social and environmental objects of the Municipality.	The municipality notes the comment.



	The municipality has also not adopted the required environmental sector tools or conducted the biodiversity analysis and determination sensitive environment areas as well as sustainability assessment on the SDF.	The municipality notes the comment. This will be addressed once the waste management personnel is appointed.
	The Agriculture sector plan, Housing sector plan and Disaster sector plan have not been developed by the municipality.	The municipality does not have an agricultural sector plan, however the municipality has engaged with the relevant sectoral department in this regard. The Housing sector plan is in place; however it is due to be reviewed.
	It is recommended that the municipality prioritises the development of a land use scheme to ensure that the institutional arrangements for the implementation of SPLUMA are in place.	The municipality notes the report.





## C.2 DEMOGRAPHIC CHARACTERISTICS

### C.2.1 Demographics and Population Distribution

Demographics and population distribution guide any planning and development process, since the people provide labour and entrepreneurship for production and also consume the output of production. To form a clear picture of socio-economic conditions in the Umuziwabantu municipality, it is vital to analyze the size, spatial distribution, and composition and growth pattern of the population, along with changes in these factors and possible future trends and tendencies.

#### Population structure

The current population in Umuziwabantu Municipality increased steadily from 80 304 in 1995 to 98 157 in 2013. Between 1995 and 2001 the population growth rate was slightly higher (1.3%-1.5%), than between 2002 and 2013 with a rate on average between 0.8% and 1.1%.

The figure below provides the population age distribution in 1995 and 2013. For comparison purposes the National, Provincial, District and Local age distribution is provided. It is interesting to note that the age distribution follows the same trend across all levels, except for the Umuziwabantu Municipality. In the municipality the young dependant age distribution is higher between the age of 0 and 19, with the largest share of the working age population indicated as much lower than on other levels.

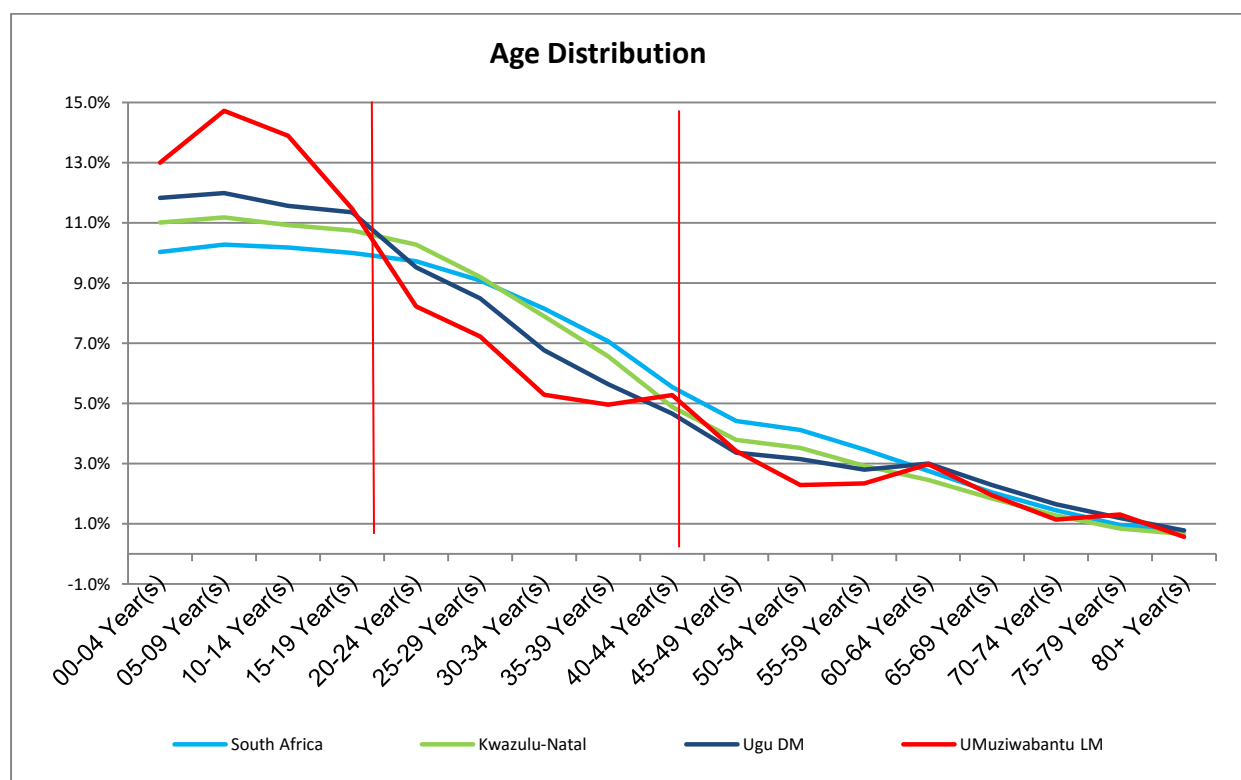


Figure 04: Population Age Distribution, 1995 and 2013



- Household size

The average household size has decreased over the past few decades, from 5.5 individuals per household in 1995 to 4.5 individuals per household in 2013.

The figure below provides a visual representation of the household distribution in Umuziabantu in terms of size. It is interesting to note that more than a fifth of the households only have 1 member.

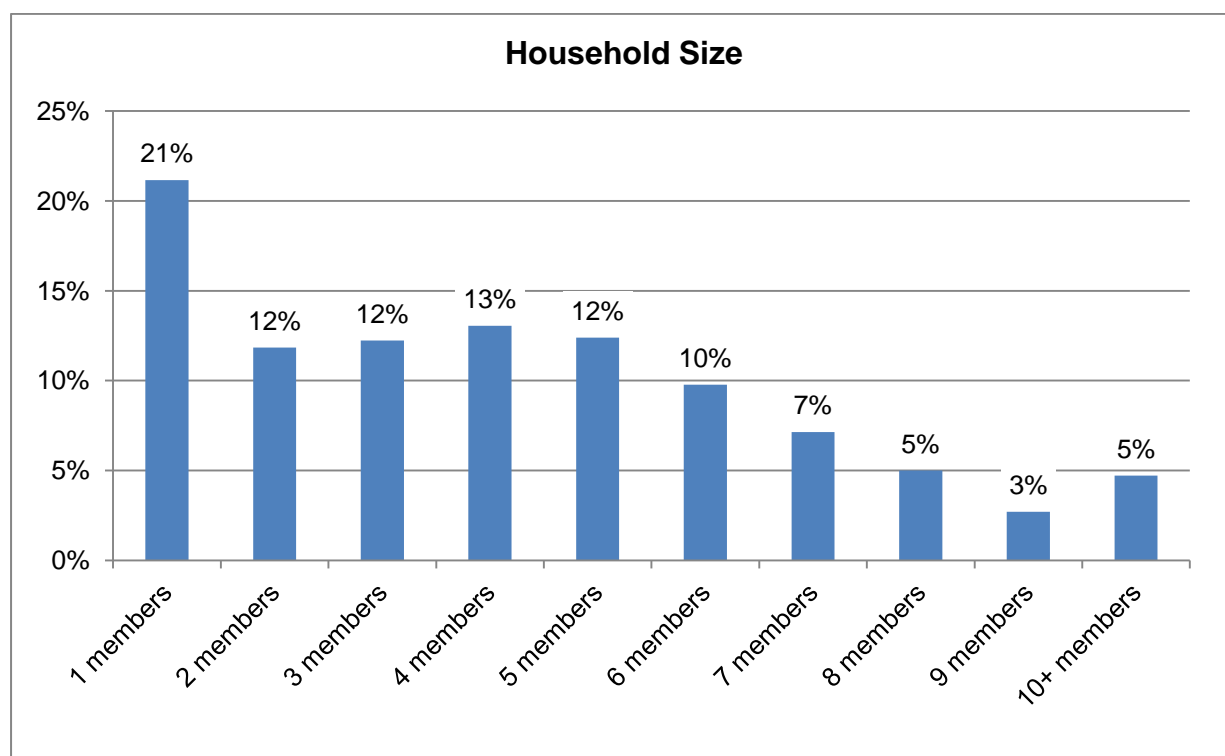


Figure 05: Umuziabantu LM Household Size

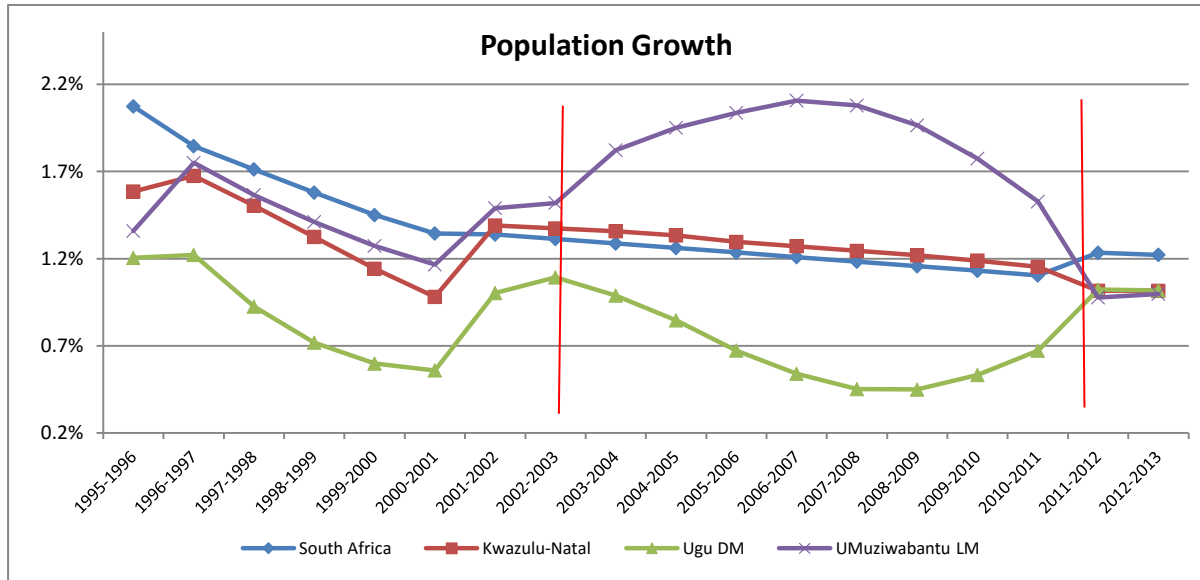
The sub-places with the most households include, Harding (14%), Mkoba (8%), Umuziabantu NU (6%) and Esikhulu (5%).

- Population growth

The figure below illustrates the population growth between 1995 and 2013, for comparative purposes the National, Provincial; District and Local population growth is provided. Between 1995 and 2003 the same trend was followed on all levels, however, in 2003 a change is observed, with the Umuziabantu Municipality and UGU DM following opposite trends.



2016/2017



**Figure 06: Population Growth, 1995 to 2013**

The population growth for Umuziwabantu is expected to stabilise over the next 20 years, however, it is expected to be significantly slower than over the past 25 years. This can be seen in the in-migration being relatively low and the population growth rate decreasing from 1.5% in 1995 to 1.1% in 2013.

AGE	2001			2011			AGE	KZN 214 Population		WARD 1	WARD 2	WARD 3	WARD 4	WARD 5	WARD 6	WARD 7	WARD 8	WARD 9	WARD 10
	Male	Female	Total	Male	Female	Total													
0-4	5928	6022	11950	7159	6979	14139	0 - 5	16850		1723	1937	1191	1488	1644	1380	1719	1781	2071	1915
5-9	6999	6999	13998	6456	6107	12563	6 - 10	12193		1277	1370	917	1054	1286	1071	1212	1253	1419	1332
10-14	6797	1713	13971	6367	5995	12362	11 - 15	12691		1416	1478	904	1086	1395	1058	1203	1279	1436	1435
15-19	5833	6586	12419	6326	6267	12593	16 - 20	11999		1214	1260	1075	1099	1290	944	1281	1245	1316	1276
20-24	2968	3961	6929	4126	4506	8632	21 - 25	8020		687	780	1125	670	784	621	985	806	771	790
25-29	2132	3467	5599	3067	3816	6882	26 - 30	6458		474	578	1038	537	593	455	825	690	652	617
30-34	1843	2934	4777	2117	2769	4885	31 - 35	4717		408	437	775	385	415	317	630	470	422	457
35-39	1683	2932	4615	1844	2524	4368	36 - 40	4250		377	424	725	320	377	302	529	391	350	454
40-44	1336	2323	3660	1446	2332	3779	41 - 45	3784		347	374	588	296	347	287	475	375	302	393
45-49	1047	1799	2845	1415	2369	3784	46 - 50	3662		336	352	425	290	374	255	531	337	348	414
50-54	1000	1653	2654	1134	1838	2971	51 - 55	2835		303	325	293	224	289	197	393	256	258	296
55-59	735	1263	1999	970	1444	2413	56 - 60	2350		283	279	178	201	269	184	277	226	169	284
60-64	686	1517	2206	931	1394	2325	61 - 65	2204		269	293	129	189	238	196	208	219	193	269
65-69	473	1289	1762	496	1004	1499	66 - 70	1471		229	172	68	134	145	130	128	147	136	183
70-74	447	1122	1569	412	998	1410	71 - 75	1372		203	173	44	110	128	114	138	130	170	161
75-79	249	435	684	207	709	915	76 - 80	817		96	123	39	61	77	67	74	87	96	96
80-84	125	300	425	162	489	651	81 - 85	562		71	77	20	55	54	45	61	57	51	72
85+	69	197	266	120	262	382	86 - 90	207		25	21	6	21	23	14	15	24	34	23
TOTAL	40355	51973	92327	44754	51802	96556	91 - 95	72		5	16	1	11	7	4	4	11	7	5
							+96	43		5	8	2	4	3	8	-	4	3	4
							TOTAL	96557		9748	10477	9543	8235	9738	7649	10688	9788	10204	10476

Table 06: Population distribution

## C2.2 Population Composition

The table above shows that more than 50% of the population in Umuziwabantu is younger than 20 years, while a further 5.6 % is 65 years or older.

This shows high differences in dependency ratio between the non working age and those of working age from the municipality. Females form the majority of the population at 55.2% and the balance of 44, 3% are males.

In terms of the ward population breakdown, ward 7 is the most populated of all ten wards, with 10688 residents. In 2001 the population growth was at 13.1. The 2011 census shows that Umuziwabantu Municipality's population growth is currently at 13.4 percent. This shows a population growth of 0.3 percent as compared to the 2001 census. Below is the population distribution as per the Umuziwabantu demarcation (wards).

## C2.3 MORTALITY RATES

According to the KwaZulu-Natal Strategic Plan (2010-2014), the life expectancy is lower than on average for South Africa. Although it has slightly increased from 2001-2011, it is still a lot lower than on a National Level. This is mainly due to the burden of diseases in the province and the increase in non-communicable diseases.

Year	Male	Female
2001-2006	46.4 years	50.6 years
2006-2011	47.3 years (National 53.5)	51.0 years (National 57.2)

**Table 06: Life Expectancy, 2001 to 2011**



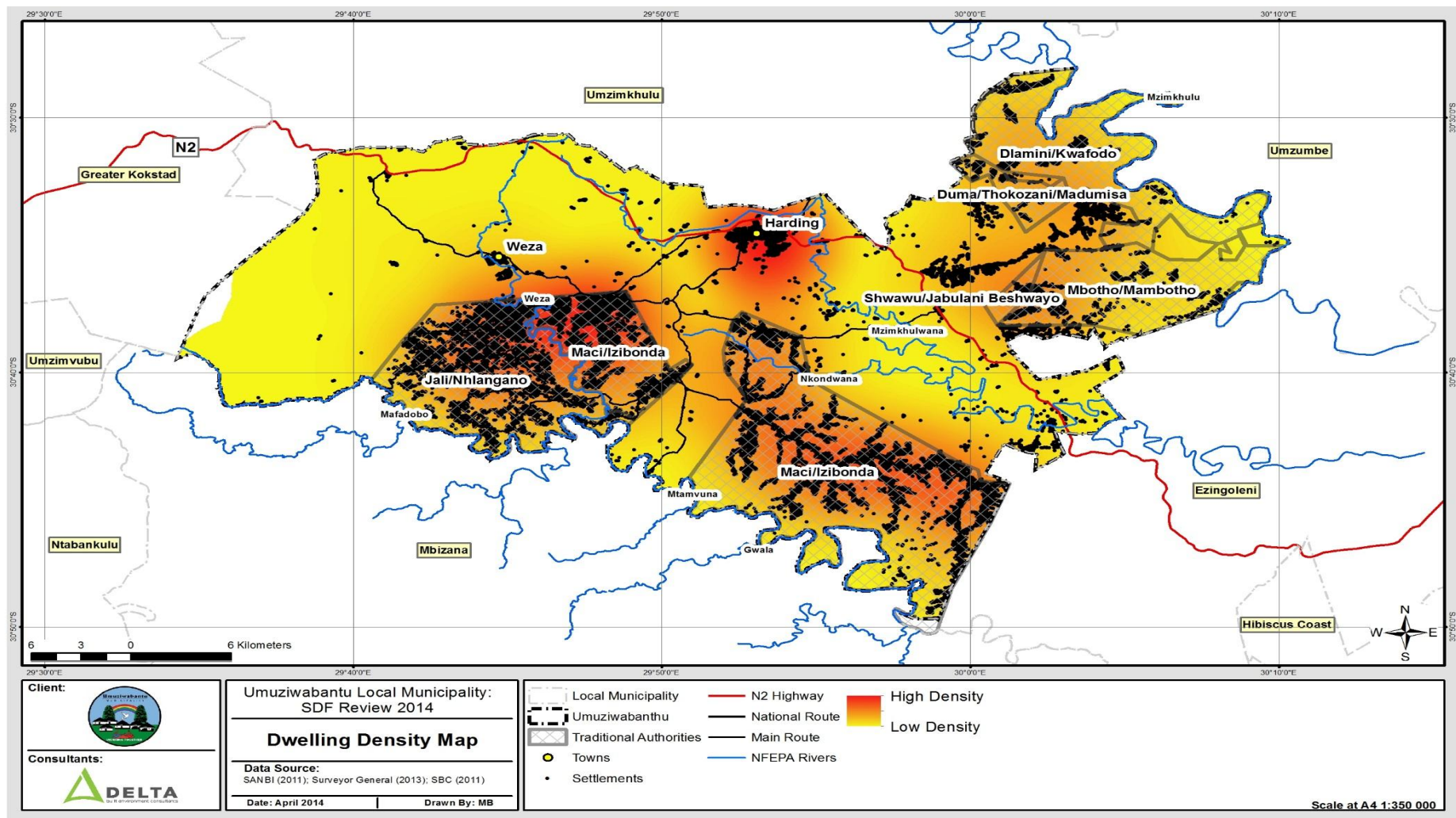
## C2.5 POPULATION GROUPS

Umuziwabantu has a culturally diverse population. The population groups vary from Zulu's, Xhosa's, English, Afrikaans speaking. Population groups are illustrated in the table below.

POPULATION GROUPS	Total Population	98 157	Population Density:	90 people/km²
	Urban/Rural Split	13.8% urban/ Rural: 86.2%		
	Languages			
	isiZulu	88.1%	IsiXhosa	4.9%
	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%

**Table 07: Population groups**

\*projected from Census 2011 data



Map 014: Dwelling density map

### C.3. CROSS CUTTING ISSUES

#### C.3.1 REGIONAL CONTEXT

The municipality is located inland and on the southern boundary of the KwaZulu-Natal Province and the Eastern Cape Province.

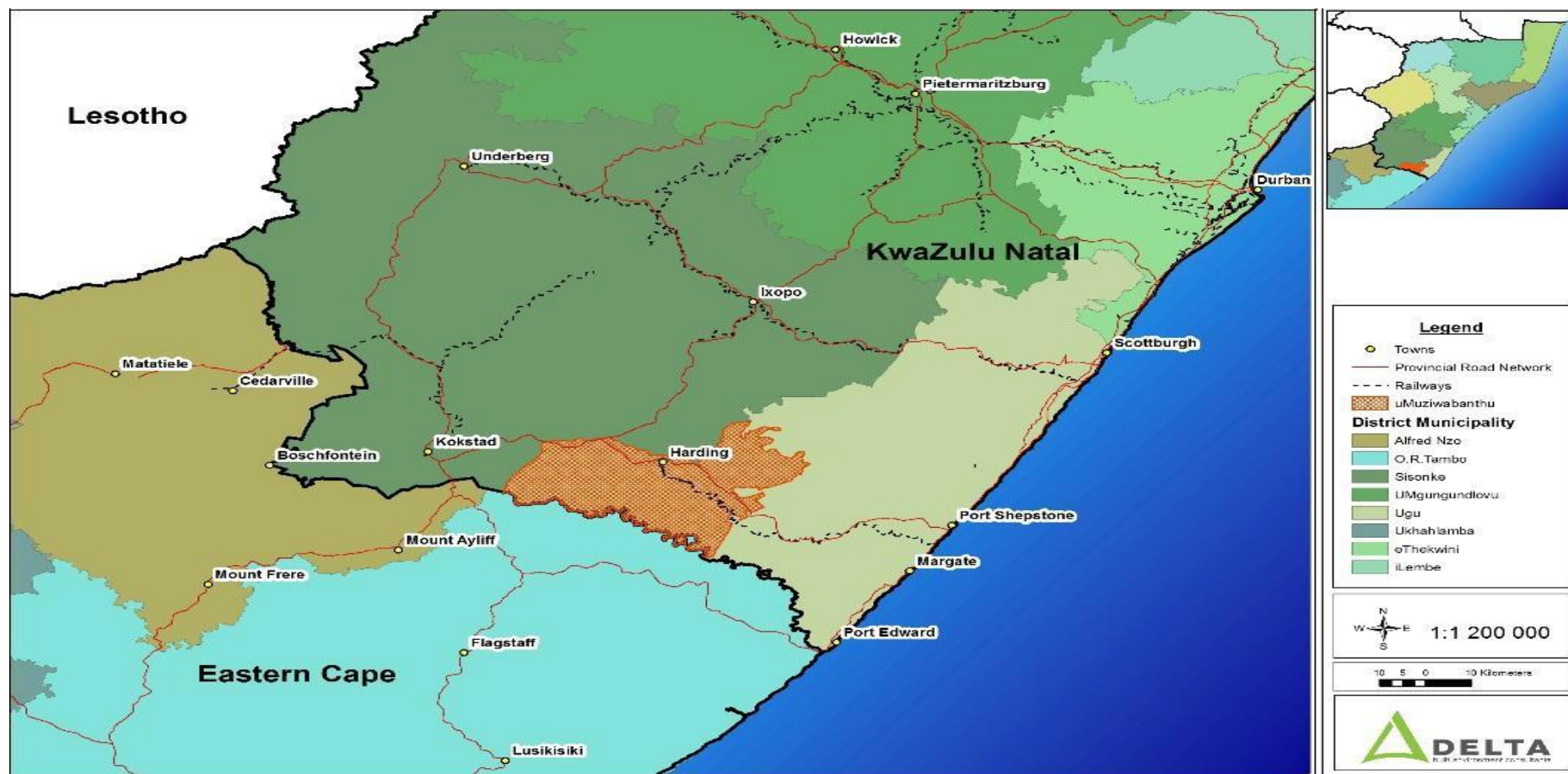
The town of **Harding** is the primary town (and only proclaimed town) within the municipality. Harding is the primary service node serving the Umuziwabantu population. It is also well located in relation to the national and regional road infrastructure, being located on the important east-west N2 link between **Port Shepstone** and **Kokstad**. Harding town is located at 80km west of Port Shepstone and 60km east of Kokstad. Harding lies approximately 56km south of Umzimkulu on the **R56/P417**.

Harding is considered as a **quaternary node** in terms of the PSEDS and is connected to Port Shepstone and Kokstad which are respectively defined as a **secondary node** and a **tertiary node**.

Regionally the municipality is located along important regional coastal-inland linkages and regional **north-south linkages**. The **N2 east-west links** between **Port Shepstone** and **Kokstad** connects the municipality with the broader provincial and inter-provincial spatial economy, north and south of the municipality, including Durban and the Eastern Cape.

The **R56 Provincial Road** is an important inland **north-south** route and connects the municipality with Umzimkulu, Ixopo, Richmond and Pietermaritzburg (Umsunduzi). The **R56** is identified as an Agricultural Activity Corridor in terms of the PSEDS outlined above.





Map 002: Umuziwabantu Local Municipality locality

### C.3.2 Freight

An assessment of freight movements within the region provides some indication of economic activity within the region. The 2013 freight survey data indicates an **8.42%** growth in the annual average percentage truck traffic along Port Shepstone to Harding route on the N2. This same section indicates a daily tonnage per day of 14 671 moved along this road. This indicates reasonable growth in freight movement when compared to a typical high volume route such as the Durban to Pietermaritzburg section of the N3. Likewise, the R56 between Umzimkulu and Richmond has also seen high growth in freight traffic.

DESCRIPTION	ROUTE	AVERAGE DAILY TRAFFIC	AVERAGE DAILY TRUCK TRAFFIC	ANNUAL AVG. TRUCK GROWTH %	AVG. TONNES PER DAY
Port Shepstone to Harding	N2	14 796	1 386	8.42 %	14 671
UMzimkhulu to Richmond	R 56	2 989	504	28.17 %	3 344
Richmond to Ixopo	R 56	4 695	660	1.62 %	5 774
Kokstad to Mount Ayliff	N2	6 259	887	16.00 %	6 607
Pietermaritzburg to Durban	N3	31 325	6 039	9.39 %	99 023

**Table 02: Freight**

### C.3.3 Local Connectivity

A number of roads play important connectivity and access roles within the municipality.

- The N2 is an important national and regional connector as indicated above. Other provincial and district roads provide an important role in connecting rural areas with the main town of Harding, with providing access to rural settlement areas, and by connecting rural settlement areas with each other and other towns further afield.
- To the south **Harding** is connected to **Bizana** in the Eastern Cape via the **P59**. This road crosses the Umtamvuna River which provides a significant barrier to connectivity between the Eastern Cape and KZN on this boundary, and the predominantly rural areas either side of the river.



- The **P61** links Weza Sawmill and rural settlement areas in KwaJali and Izibonda with the **N2** and with Harding
- The **P327** links the area of Salem to the N2
- The **P58** is an important road providing access to rural settlement areas located on its edges, and within the traditional council area of **KwaMachi**, and links through to the N2 via neighbouring **Ezingoleni**.
- The **D250**, **D165** and the **D121** all provide access into fairly remote rural settlement areas in the north-east of the municipality towards the Umzimkulu River. Just as the Umtamvuna River creates a physical challenge to connectivity with Bazana in the Eastern Cape, connectivity with the Umzumbe Municipality across the Umzumkulu River is weak.

### C.3.4 ENVIRONMENTAL ANALYSIS

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the Municipal Systems Act 32, Of 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Umuziwabantu Municipality's IDP, the Spatial Development Framework has taken into account the subsequent critical areas to be developed spatially.

- Agricultural Development in the form of :
  - a) Enhancing commercial agriculture and promotion of subsistence farming by providing access to land (State Owned Land lease extension and Land reform) and
  - b) Promotion of cooperatives (Training and Mentoring).
- Environmental Management or promotion of sustainable tourism and Agriculture; and
- Nodal Economic Development.

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

One of the key goals identified in the municipal SDF is the Environmental sustainability. The main focuses aligned to this strategic Goal are:



- The management and maintenance of biodiversity throughout the municipality as the primary indicator of environmental health.
- The protection of environmental resources.
- The optimisation of the use of the environmental resources base into support human settlement and enterprise

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

This section provides an understanding of the environmental patterns, features and processes contained within the municipal extent. Biodiversity features (e.g. species, habitats and ecological processes), protected areas, as well as current and future patterns of land and resource use have been spatially delineated. Hence, technical information as well as mapping of recognised environmental and biodiversity systems are provided to determine geographic priority areas for action and to form the foundation for sustainable development planning.

#### **C.3.4.1 Climate, Precipitation and Runoff**

##### **▪ Climate**

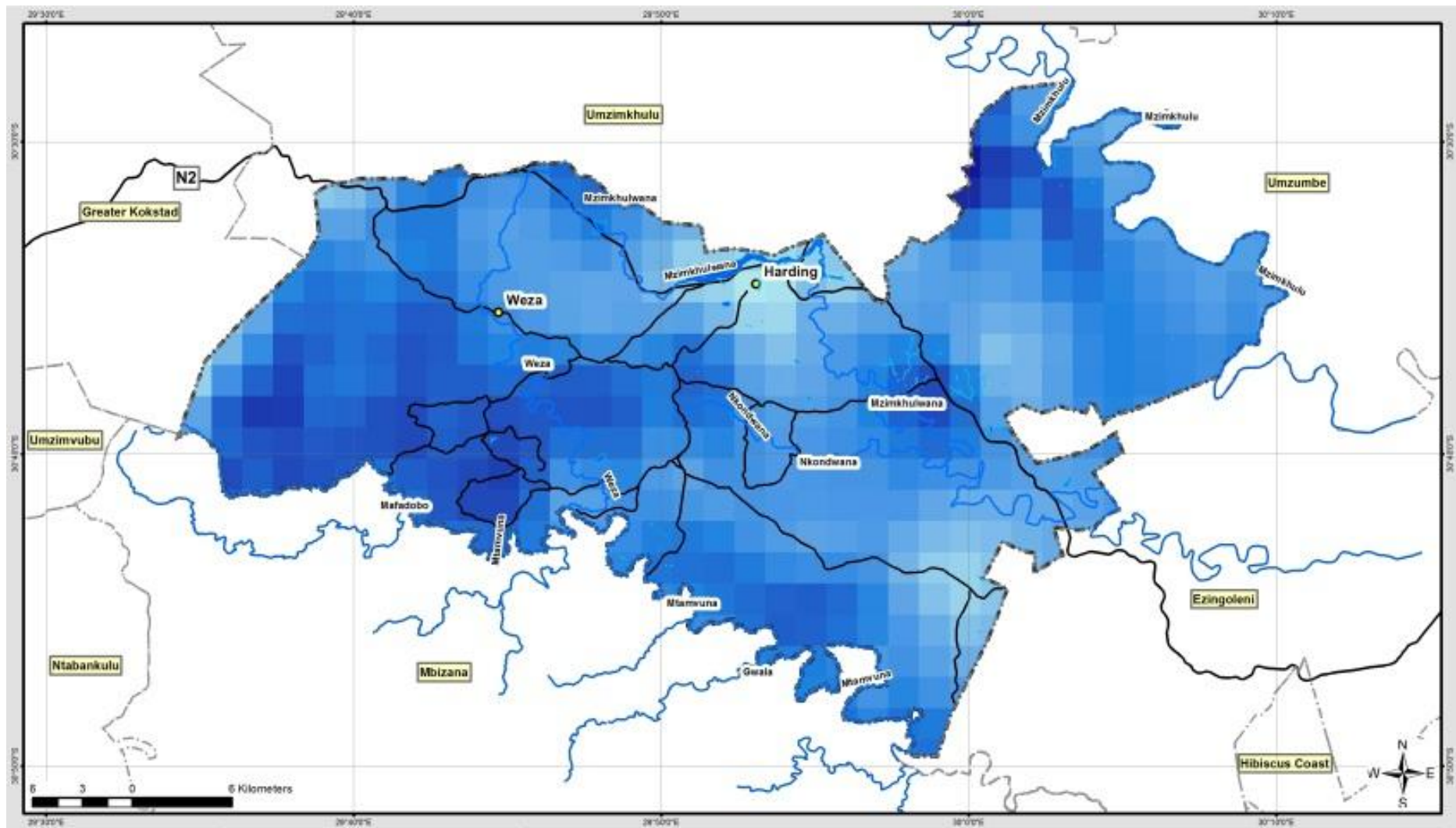
Temperature-wise, the Municipal area is characterised by warm summers and cool winters. In Harding, the mean maximum temperature reaches 25°C in January and a mean minimum temperature of 0.6°C is reached in July.

##### **▪ Precipitation**

Rainfall is strongly seasonal in the municipal area, with in excess of 80% of rain occurring as thunderstorms during the period of October to March.

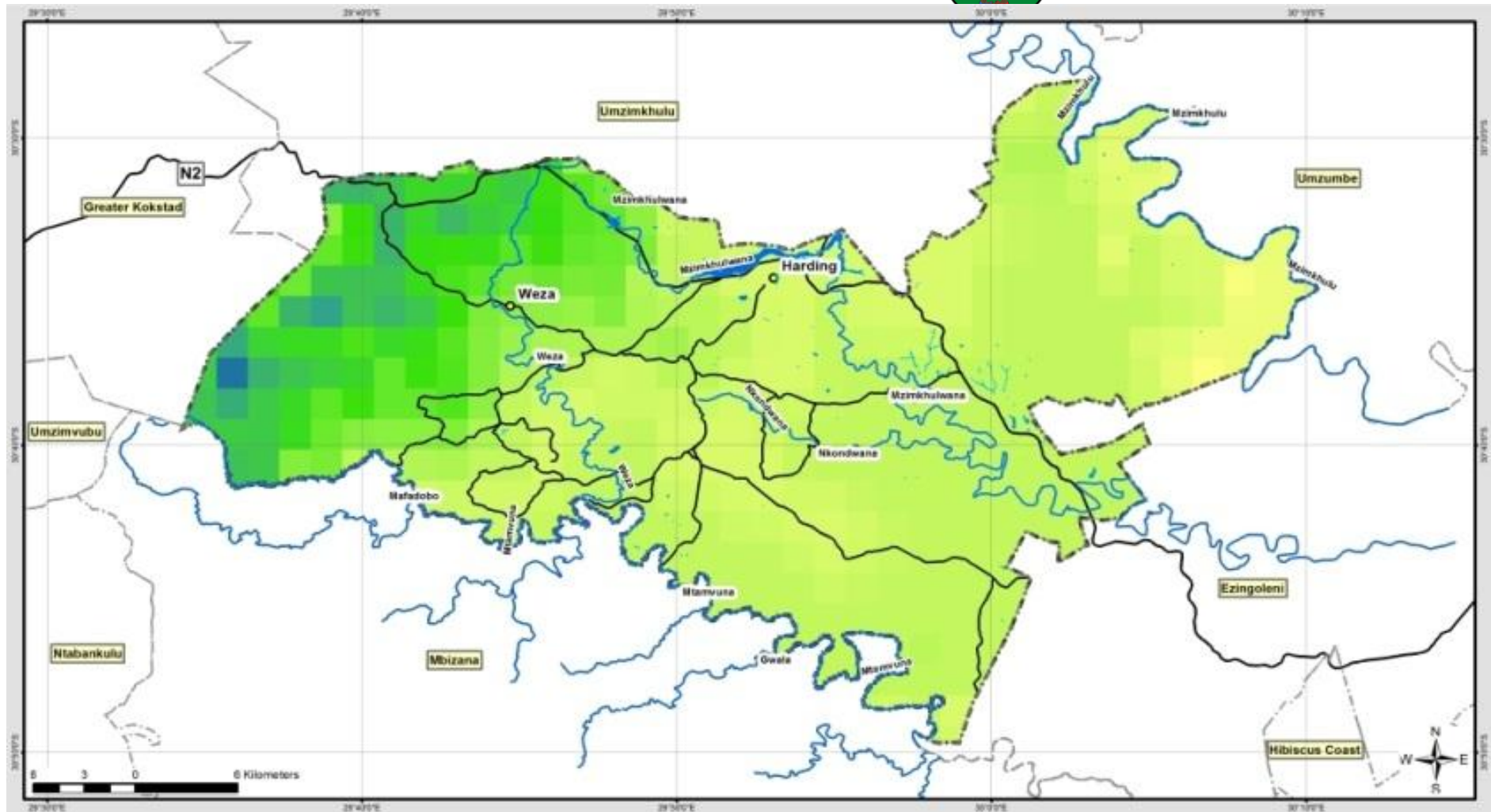
The peak rainfall months are December to February in the inland areas. Rainfall increases with increasing altitude from east to west over the Municipal area (See Map below). Thus, in the Umzimkulu River gorge in the north-east, 700mm is the average rainfall occurring annually.

At Weza, below the Ingeli range, rainfall increases to 1100mm annually. At Harding, which is centrally located, 800mm of rainfall occurs annually. The estimated average annual evaporation within the municipal area is approximately 1350mm.



**Map 003: Mean Annual Precipitation** Source: SDF status quo report





**Map 004: Frost Days; Source: SA Weather Service**

Frost occurs generally between April and September in the upland stream valleys from Harding westwards. The average number of heavy frost days per annum for the area ranges from 31 to 60 days. Snow falls at least once in most years on the high Ingeli range on the western boundary of the municipal area.

- **Geology**

The geology of the area, as indicated in map 004 is diverse with a variety of basalts, granites, sandstones, shale and tillites that influence the topography and scenery of the area. Sandstones are typically strong and resistant but shales tend to be weak and easily erodible once exposed.

- **Topography**

Umuziwabantu exhibits dramatic topography (map 006 ) stemming from its distinctive terrain which rises steeply from the east at approximately 169m above sea level to the west with the Ingeli mountain range reaching a height of 2,266m above sea level.

The deeply incised Umzimkulu River valley lies at approximately 160m above sea level and rises steeply in the north and south-east to approximately 600m above sea level.

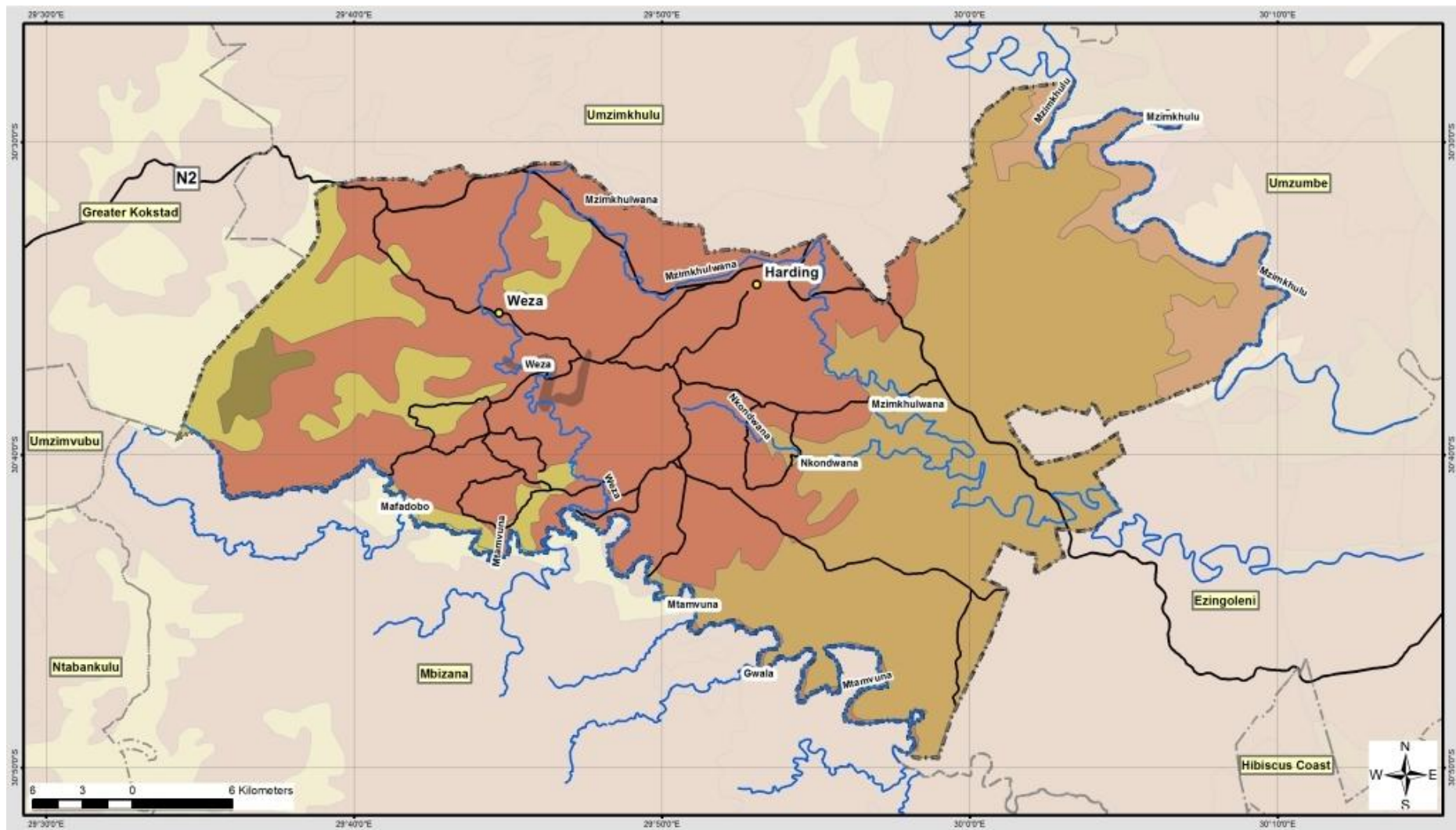
The western and central sections of the municipal area are largely made up of steep forested land at 820m – 2,260m above sea level.

The south-eastern and north-eastern areas are made up of lower, but incised land which is largely 300m – 820m above sea level.

Map 006, shows the dramatic topography with steep land, fairly flat topped spurs, and lower lying land contribute to the contrasting quality of the Umuziwabantu landscape.

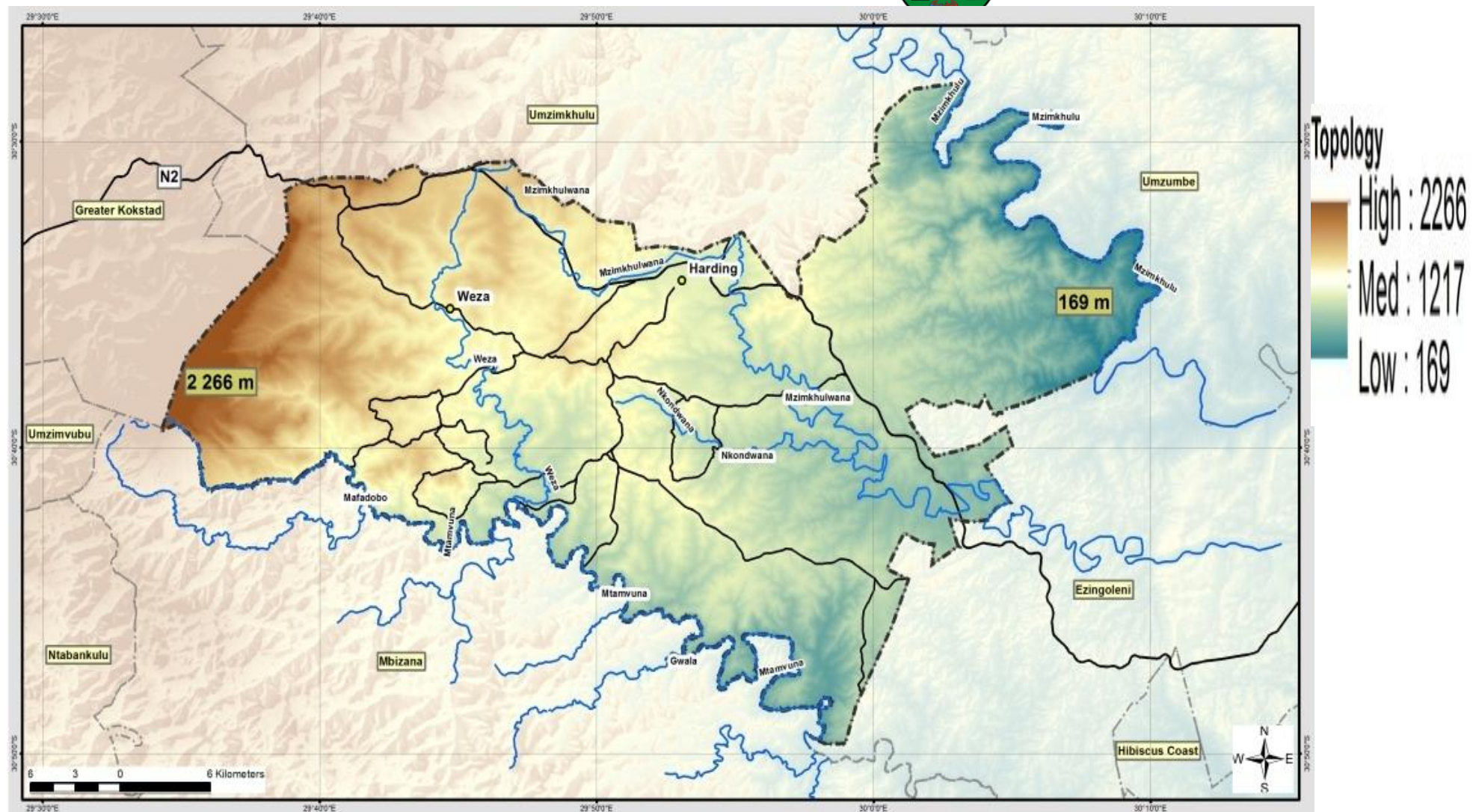
Moderate sloped land seems to occupy a more or less horizontal band within the central area of the municipality. Steeper more incised and fragmented land form to the west, south and north-east towards the Umzimkulu River.

Development appears to be more prevalent in areas defined by land ownership and agricultural opportunity of which the traditional authority land occupies this fragmented incised land form.



**Map 005: Geology, Source: Land Use 2008**





## Map 006: Topography

### C.3.4.2 Drainage and Surface Water Features

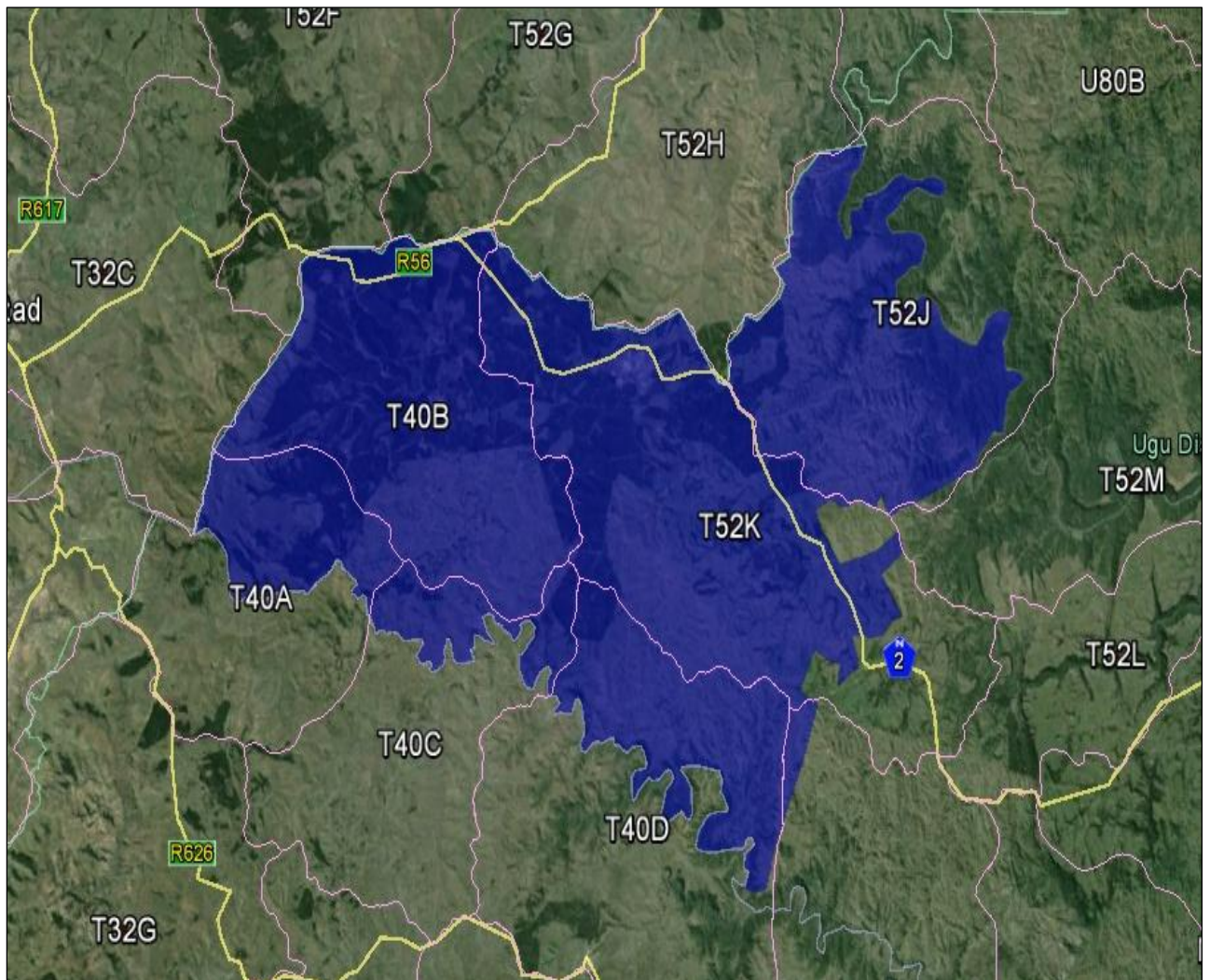
- **Water Management Areas**

The section is based on previous studies conducted by Rivers for Africa eFlows Consulting (Pty), 2013.

The Umuziwabantu Local Municipality falls within the Mvoti to Umzimkulu Water Management Area (WMA 11).

The river catchments covered by the WMA include the Umzimkulu (Tertiary catchments T52) and Mtamvuna (Tertiary catchment T40) water resource zones.

The main source of water supply for the Weza Harding Water Supply Scheme area is the Weza (T40B) and Mzimkhulwana (T52K) catchments, as shown in the map below.



**Map 007: Quaternary Drainage Regions, Source: DWA, Google Earth**





- **Rivers**

The five major rivers within Umuziwabantu include:

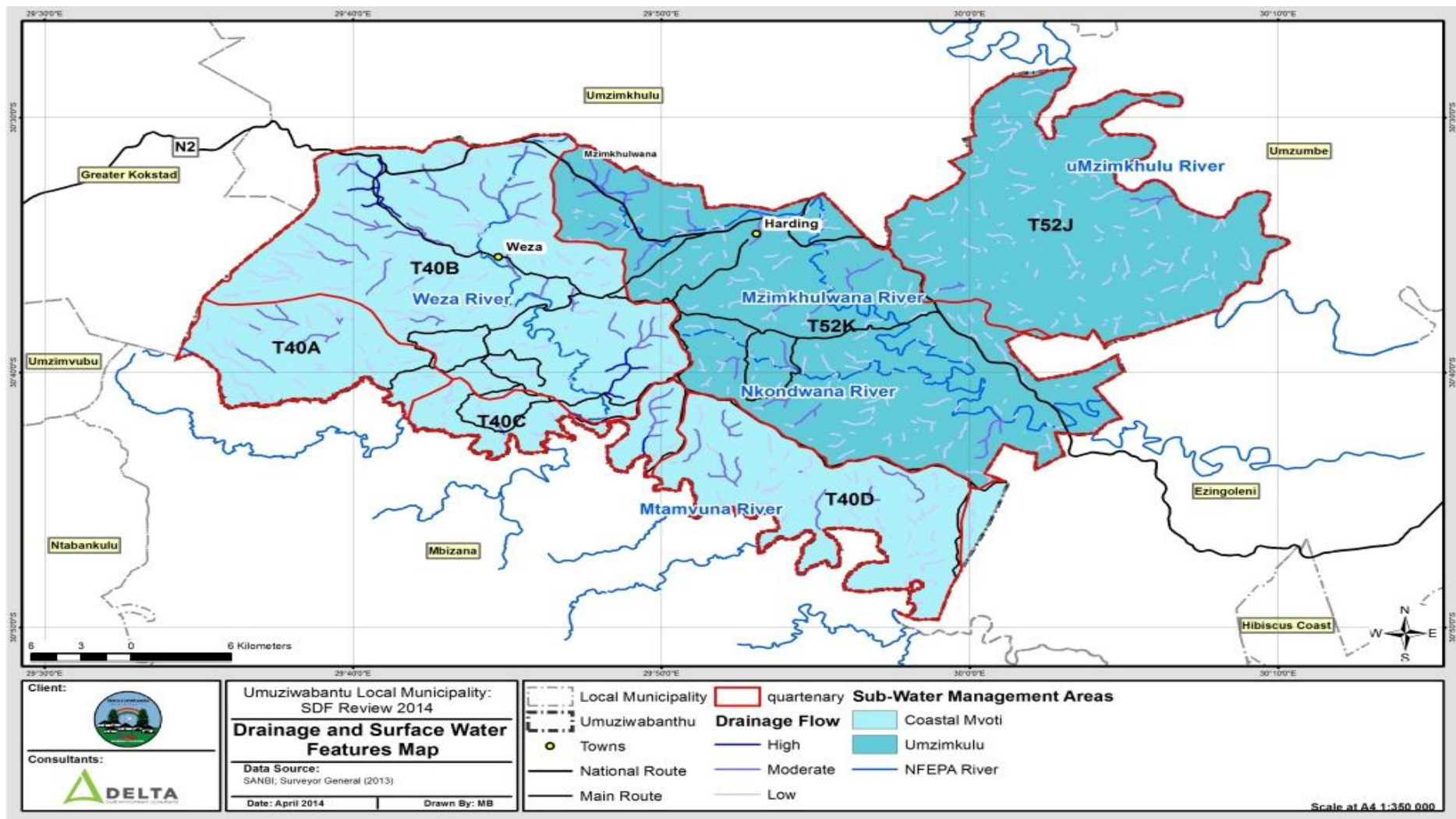
- **Umtamvuna River** forming the southern municipal boundary with the Eastern Cape.
- **Umzimkulu River** with its deep northern valley and shallow southern valley forming a long, steep boundary in the north and a low-lying river drained plateau in the south with Umzumbe Municipality.
- **Mzimkulwana River** runs into the Mtamvuna River near the Ezinqoleni Municipal boundary with Umuziwabantu Municipality in the south.
- **Nkondwana and Weza Rivers** in the west.

KEY AREA	RIVERS	QUATERNARIES	SUMMARY OF ECOLOGICAL GOODS, SERVICES AND ATTRIBUTES	PES 1999* 1	KEY CATCHMENT SCALE IMPACTS
Mtamvuna	Weza	T40B	River section is 30 km in extent, and is entirely rural. The lower reach (50%) consists of near continuous rural settlements (scattered, low density households), including evidence of significant informal agriculture near the settlements and on the river banks. Insignificant volumes of groundwater are utilised in the water resources zone, with a potential for future groundwater development.	C	Flow <sup>*2</sup> and non-flow <sup>*3</sup> related impacts, consisting of extensive forestry occurring in the upper reaches, with a timber mill and rural settlements in the lower reaches. Forestry with poor buffer zones.
	Mtamvuna	T40C	River section is 5 km in extent, and is entirely rural. The river extent shows rural settlements (scattered, low density households), but significant informal agriculture on the river banks. Insignificant volumes of groundwater are utilised in the water resources zone, with a potential for future groundwater development.	B	Non-Flow related activities including small scale subsistence farming, rural settlements and limited forestry in the most upper reaches.
Umzimkulu	Umzimkulu	T52J	River section is 20 km in extent. Extent is entirely rural but with the presence of four townships largely limited to the south bank of the river. There is low presence of informal agriculture in proximity to the townships and along the river banks.	B	Non-Flow: Some afforestation.
	Mzimkhulwana	T52K	River section is 77 km in extent. Extent is entirely rural with the presence of three townships extending along 25% of the river extent. There is evidence of considerable informal agriculture linked to these townships.	D	Some abstraction and various other non-flow activities.
	Nkondwa	T52K	River section is 17 km in extent. Extent is entirely	D	Non flow: Agriculture,



	na		rural but with a significant presence of townships totalling five and accounting for approximately all of the north bank of the river. There is significant presence of informal agriculture in proximity to the townships and along the river banks.		irrigation (sugar cane), subsistence farming.
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**Table 03: Classification of Rivers** (Mvoti to Umzikulu Water Management Area)



Map 008 Drainage and surface water features

### C.2.4.3 Wetlands

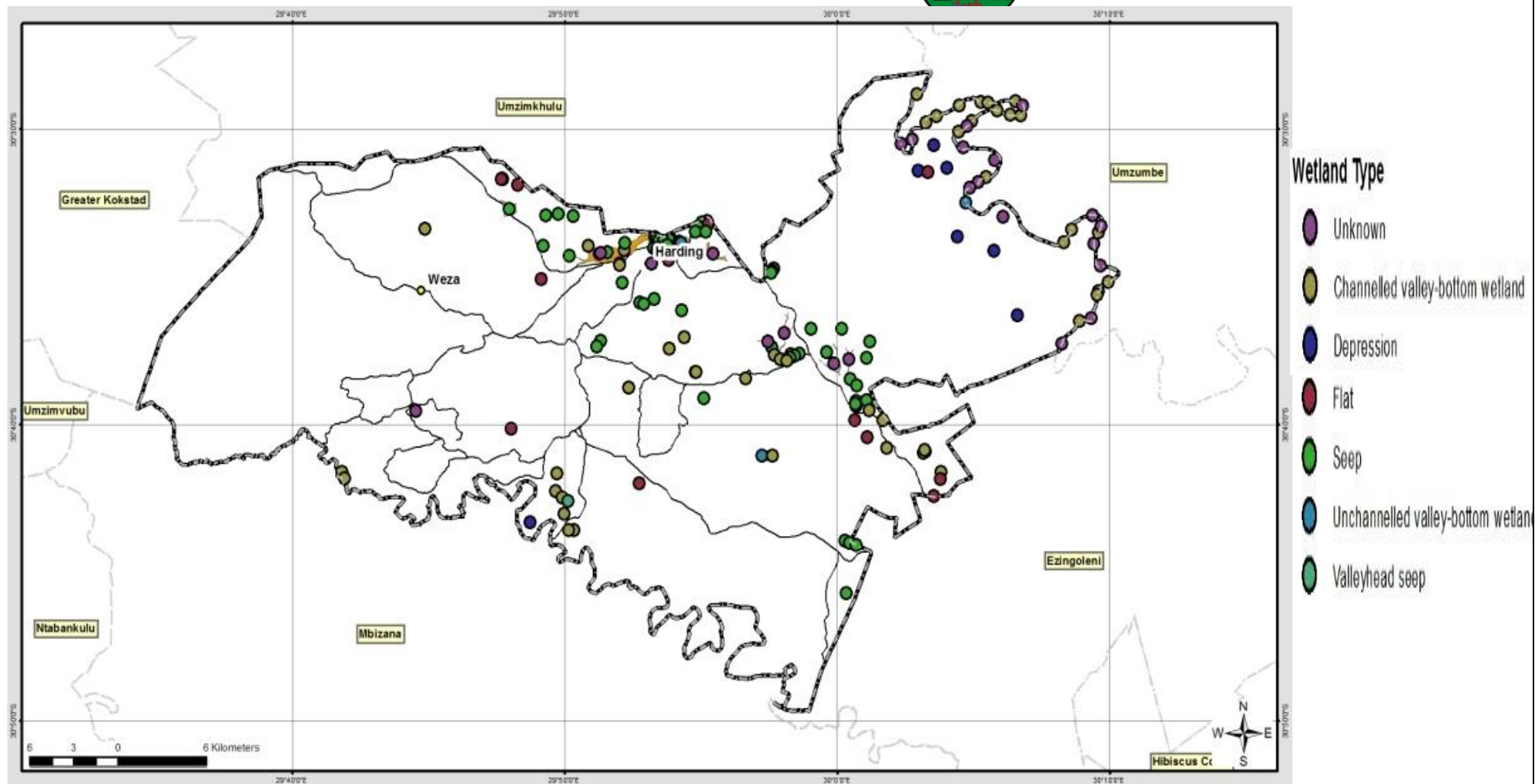
Wetlands of the same ecosystem type are expected to share similar functionality and ecological characteristics. Wetland vegetation groups reflect differences in geology, soils and climate, which in turn affect the ecological characteristics and functionality of wetlands.

The wetland hydrogeomorphic types that occupy the Municipal landscape, and the number of these wetland types within the wetland vegetation groups are indicated in the table below.

VEGETATION GROUP	HYDROGEOMORPHIC TYPES	NO. OF WETLAND TYPE WITHIN VEGETATION GROUP	NATURAL / ARTIFICIAL WETLANDS
Sub-Escarpment Grassland Group 3	Seep	12	6 Natural 6 Artificial
Sub-Escarpment Grassland Group 5	Valleyhead seep	12	12 Natural
	Flat	13	13 Artificial
Sub-Escarpment Grassland Group 6	Channelled valley-bottom	14	14 Artificial
Sub-Escarpment Savanna	Floodplain	13	12 Natural 1 Artificial
	Depression	12	12 Natural

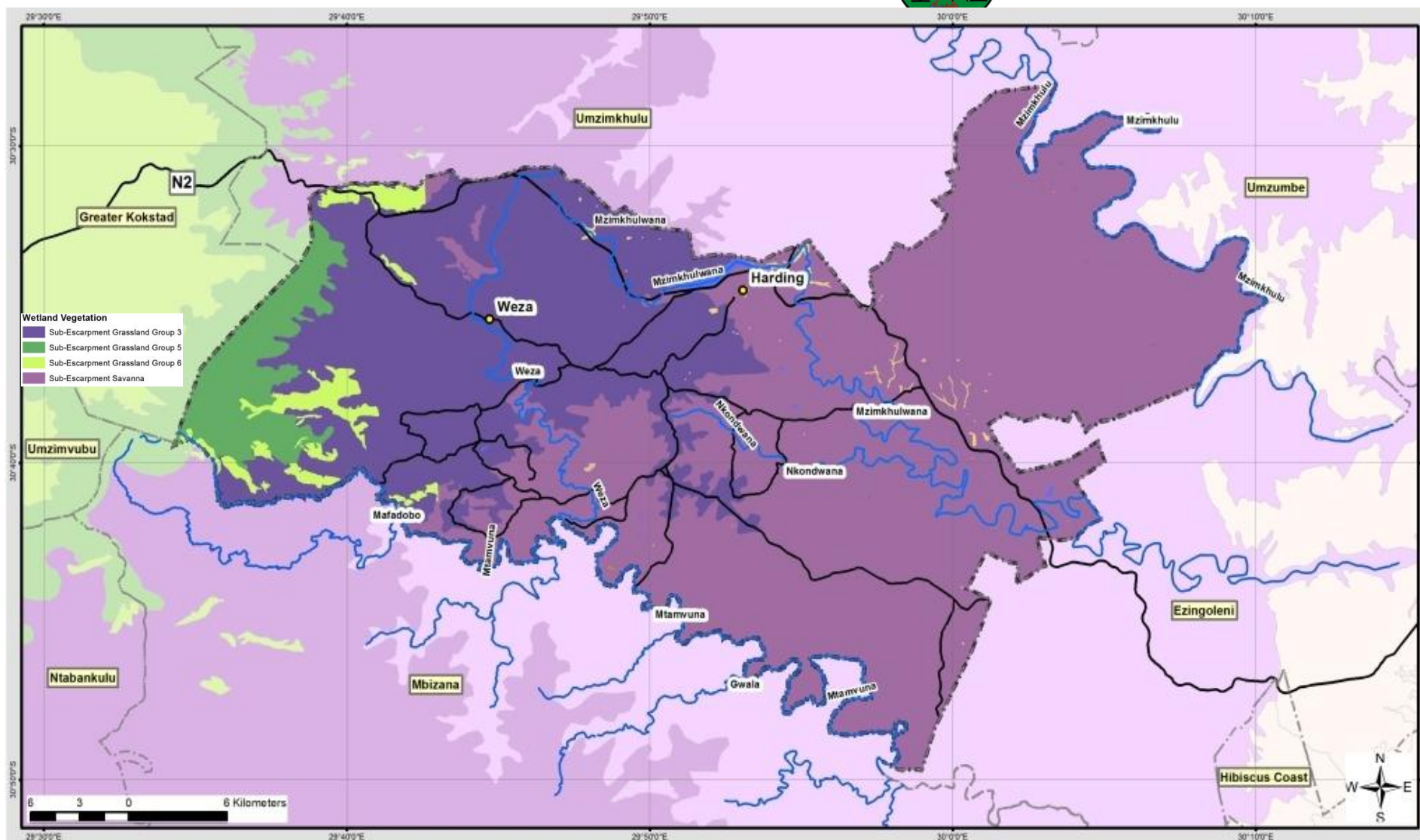
**Table 04: Wetland Vegetation Groups and Associated Wetland Types**

The locations of the above-mentioned wetlands are shown in **the following map** and have been assigned with points due to the size the various wetlands being too small to depict their distribution throughout the municipal area.



Map 009 Wetland type



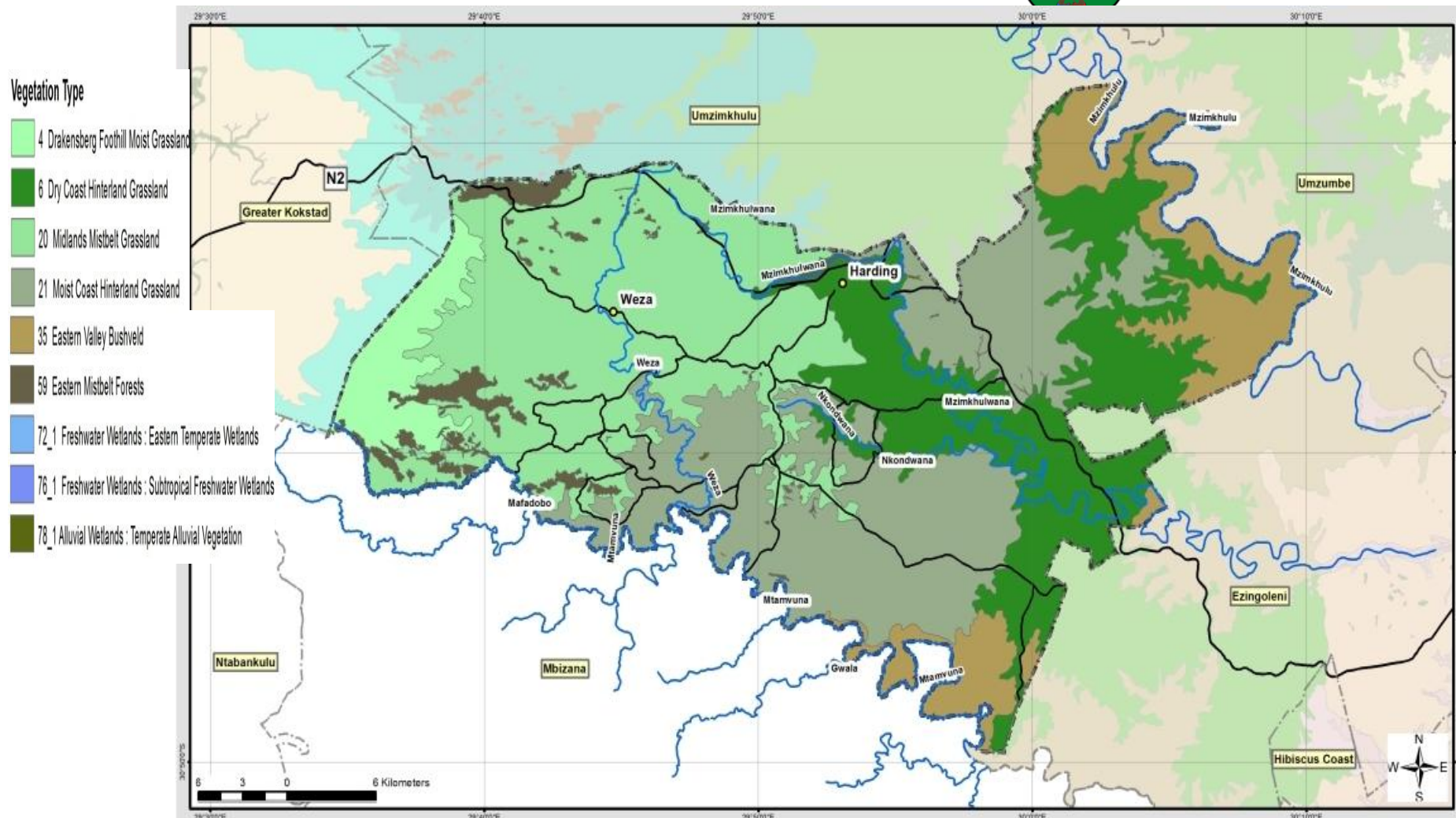


**Map 010: Wetlands Ecosystem Type, Source: SANB**



#### C.2.4.4 Vegetation Types

Umuziabantu extends over a range of landscapes and habitats as a result of changes in altitude, topography and moisture environments. The high rainfall in the area and the diversity in landscape features have created different moisture environments, which in turn gave rise to a variety of vegetation types. The diversity in vegetation types is shown in the map below.



Map011: Vegetation types

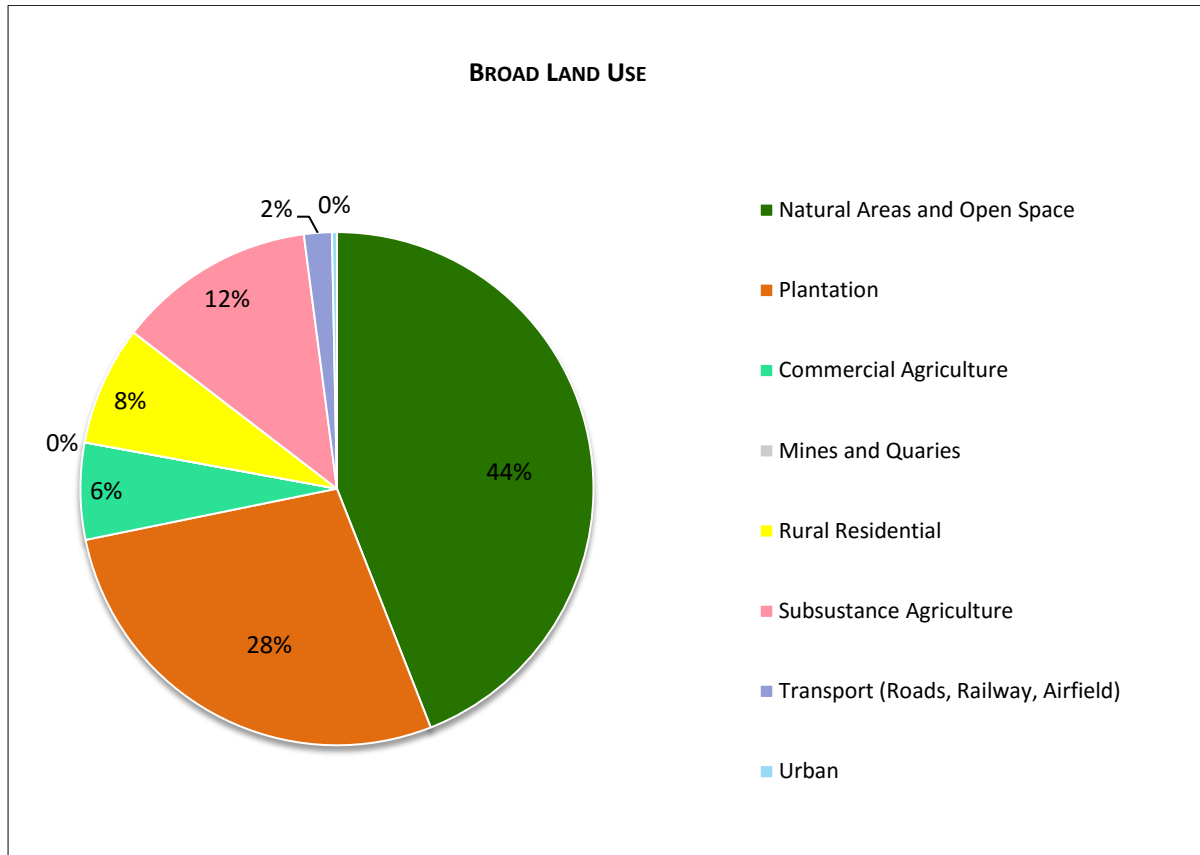


VEG TYPE NAME	SANBI CODE	BIOME	CONSERVATION STATUS	DISTRIBUTION
Drakensberg Foothill Moist Grassland	GS 10	Grassland	Least Threatened	Gently sloping valley bottoms.
Dry Coast Hinterland Grassland	GS 19	Savanna	Vulnerable	Undulating plains and hilly landscape mainly associated with drier coast hinterland valleys.
Midlands Mistbelt Grassland	Gs 9	Grassland	Endangered	Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp formed by dolerite intrusions.
Moist Coast Hinterland Grassland	Gs 20	Grassland	Endangered	Rolling and hilly landscape.
Eastern Valley Bushveld	SVs 6	Savanna	Least Threatened	Steep north-facing slopes.
Eastern Mistbelt Forest	FOz 3	Forrest	Endangered	Low-altitude scarps.
Freshwater Wetlands: Eastern Temperate Wetlands	AZf 3	Wetland	Vulnerable	Flat landscape of shallow depressions.
Freshwater Wetlands: Subtropical Freshwater Wetlands	AZf 6	Wetland	Vulnerable	Along edges of often seasonal pools in Aeolian depressions as well as fringing alluvial backwater pans or artificial dams.
Alluvial Wetlands: Temperate Alluvial Vegetation	AZo	Wetland	Vulnerable	Shallow depressions, often found on old alluvial terraces of rivers.

Table 05: Vegetation Types

#### C.2.4.5 Land Use and Cover

The extent of the Umuziwabantu Municipal area is 1089.79 km<sup>2</sup> and constitutes the following broad land uses, extracted from the South African National Biodiversity Institute (SANBI) Land Cover 2008, and is shown in pie graph below.



**Figure 2 Land Use Cover**

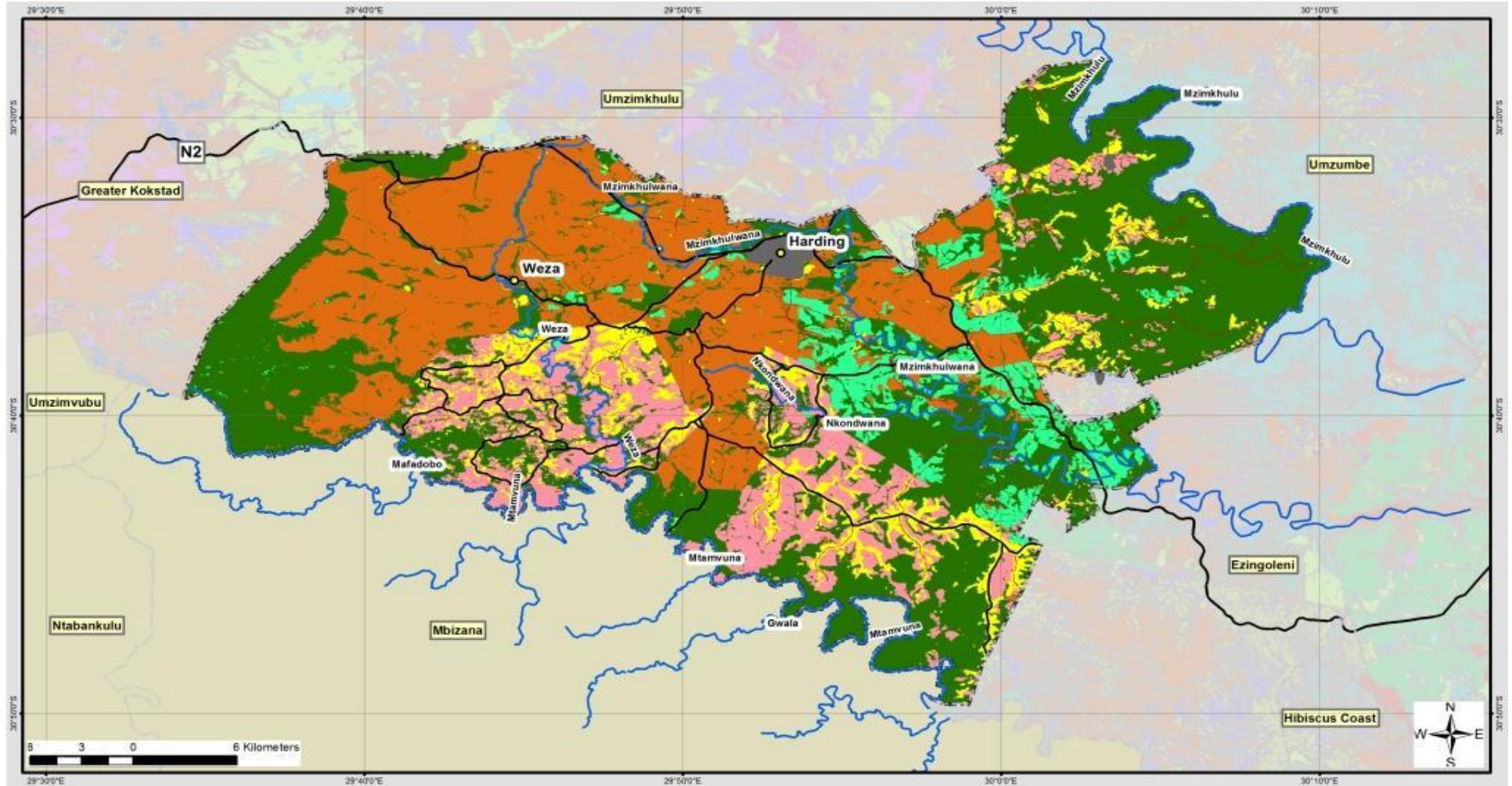
Land cover and land use changes often indicate major impacts on biodiversity especially if those changes show the loss of natural habitat due to urban sprawl, cultivation, etc. Different land uses affect the condition of the land and the functioning of associated ecosystems. There is a distinct pattern of land use activities concentrated in specific areas:

- Built up dense settlement primarily occurs in the town Harding.
- Residential/settlement is scattered across the landscape while the majority of the population congregates towards the south and south-west of the municipality.
- With the exception of small-scale sugarcane, limited small-scale banana production and woodlots, the traditional authority areas are generally characterised by subsistence agriculture in the central and southern parts of the municipality.
- Large commercial plantations and agri-processing (timber mills and processing plants) are located mainly in the high rainfall areas near and around the Weza forest areas.
- Inland areas comprise land generally more available for livestock.





- Natural open space is dispersed in between the above land uses and along the outer edges of the municipality.



Map 012: Broad Land Use Extracted from Land Cover, Source: SDF status quo report

#### C.2.4.6 Land Degradation

Most of the transformation of the landscape formation within the Umuziwabantu has occurred near settlements and agricultural areas. The remaining tracts of natural landscape are clustered in the more isolated and difficult to reach areas such as the Ingeli mountain range to the western regions and steep land to the north-east and south-east.

Land degradation in Umuziwabantu is directly related to settlement patterns, farming and commercial plantation activities. Supplementary factors contributing to land degradation according to the Umuziwabantu Municipality SEA Status Quo Report – August, 2010 include:

- Urban development.
- Rural homesteads shifting cultivation of surrounding land.
- Grazing of livestock.
- Gully erosion based on cattle walking along fixed paths for many years.
- Encroachment of bush into grassland due to land use changes resulting in natural fire regimes being altered, and is particularly noticeable in grassland remnants within sugarcane farms, and in shallow catchment basins.
- Removal of plants for traditional medicines, domestic energy or construction purposes.
- The spread of alien invasive plants associated with areas which have been disturbed, from agricultural to urban or rural areas.

Degradation affects ecosystem processes and place pressures on the livelihoods of people. Over the long-term veld degradation may cause a decline in the nutrient status of the soils, a decline in carrying capacity, reduced areas available for crop production and grazing and inevitably less economic returns.

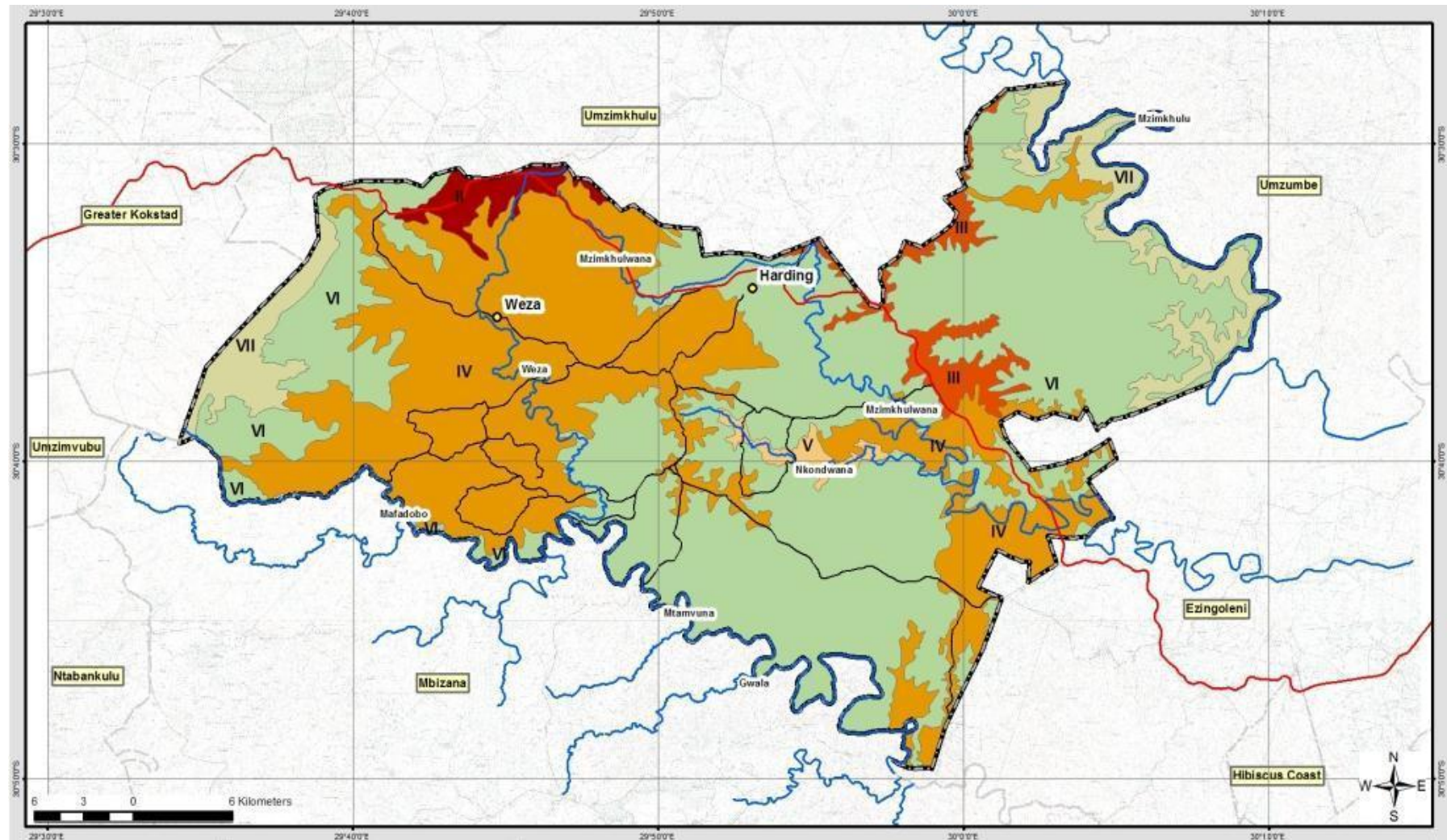
#### C.2.4.7 Land Capability

The land capability classes involve consideration of:

- The risks of land damage from erosion and other causes.
- The difficulties in land use owing to physical land characteristics, including climate (this excludes social and economic values).

The land units within Umuziwabantu Municipality are assigned with the land capability class II, III, IV, VI and VII, as shown in the map below. It is evident that the inherent potential of the area is low and the risk of land damage is high.





Map 013: Agriculture Land Capability, Source: SDF status quo report

## C.2.5 STRATEGIC ENVIRONMENTAL ASSESSMENT SWOT ANALYSIS

The Umuziwabantu Municipality appointed CAPA: Collaborative Planning Africa to assist it in undertaking a municipal wide Strategic Environmental Assessment (SEA) process with the relevant stakeholders.

During the development of the Status Quo Report, issues were identified by the team and through the specialist reports generated. In addition a draft SWOT analysis indicating strengths, weakness, opportunities and threats was undertaken at the end of the status quo report in order to inform this issue analysis phase of the SEA. The SWOT analysis is refined in this report through an in-depth review of the status quo information and through the input received from stakeholders during the focus group meetings.

During the focus group and individual stakeholder meetings, the SWOT analysis was refined and further developed as is shown in the table below:

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
<b>STRENGTHS</b>	<ol style="list-style-type: none"> <li>1. Plantations afford usage of renewable resources.</li> <li>2. The climate is excellent for both subsistence and commercial agriculture as well as for tourism development.</li> <li>3. There are valuable ecosystems services supplied to communities through the large tracts of significant landscape and river coverage</li> <li>4. The extent of the ecosystems services supplied within the Municipal area is an asset which should be acknowledged and protected from depletion.</li> <li>5. There are</li> </ol>	<ol style="list-style-type: none"> <li>1. The road infrastructure in Harding is being upgraded.</li> <li>2. As part of the roads upgrade, the Municipality is redesigning and reconstructing the drainage system.</li> <li>3. Eskom's electrical installation program which includes substantial areas of uMuziwabantu is an advantage for attracting investors and new emerging enterprises.</li> <li>4. The business chamber is taking an active part in lobbying for improvement to the quality of life, infrastructure upgrading, mentorships, improved communication, and for SMME based development.</li> </ol>	<ol style="list-style-type: none"> <li>1. The location of Harding alongside the N2 is strategically important for the development of a number of sectors including tourism, manufacturing and agriculture.</li> <li>2. Timber plantations of uMuziwabantu are among the largest of the commercial agricultural enterprises of the province and they constitute the pillars of the agriculture sector of uMuziwabantu.</li> <li>3. The large scale sawmilling of Hans Merensky supplies timber on an international scale.</li> <li>4. Both agriculture and manufacturing sectors are the large contributors to the GDP of the economy of the Municipality.</li> <li>5. Existence of a 'business forum</li> </ol>	<ol style="list-style-type: none"> <li>1. Harding is a town with some facilities including schools, a library, and a hospital favorable for investors, youth, skills development and environmental education purposes.</li> <li>2. There are religious organizations across the Municipal area serving to strengthen social cohesion.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Municipality has employed new management and technical staff who are motivated and responsible for infrastructure development</li> <li>2. The Municipality has established a number of for a addressing the needs of marginalized groups.</li> <li>3. The enthusiasm of the new IDP Manager and the new Development Planner are assets for the systematic development of a delivery based SEA implementation process.</li> <li>4. There is a LED office that coordinates LED and</li> </ol>



UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	<p>large tracts of grasslands suitable for grazing in the western sections of the municipality.</p> <p>6. The municipality has a rich supply of rare bird and plant species.</p> <p>7. The Black Stinkwood (Ocotea bullata), Assegai (CurtLila dentate) and Sneezeewood, (Ptaeroxylon obllqzwm) trees are all utilized as medicinal plant sources and need to be protected from extinction due to excessive bark stripping.</p> <p>8. uMuziwabantu is one of the few Municipalities with large and significant grassland coverage particularly in the western area. It importance that this ecological resource be carefully studied, ground proofed and managed.</p> <p>9. The development potential of grasslands is high and places the Municipality at a competitive</p>		<p>in the Municipality is an advantage for boosting business-to-business networking and access to other support.</p> <p>6. Small scales deposits of limestone at Sundlulube Hill on the west bank of the Mzimkulu River in Location 4866 can be used for economically viable development.</p> <p>7. Viable Dolerite is to be found 4 km east of Harding and it is being exploited Umbogodo Mining Co. – The quarry would need to be environmentally managed. This could be expanded.</p> <p>8. Granite-derived river sand suitable for use in concrete is available and extractable in replenish able amounts in the bed of the Mzimkulu River north-east of the area at Mvenyane, near St. Conrad Mission about 7km east of Harding.</p> <p>9. Weathered granite suitable for road building is located in the bed of the Mzimkulu River north-east of the area at Mvenyane. (Would require</p>		<p>tourism activities</p> <p>5. The “LUMS enabling Framework” addresses the entire rural area and provides extensive guidelines systematically analyzed by DAEA and agreed to as a sound an environmental base for Land Use Management in 2005. This approach can now be extended to the outdated Town Planning Scheme</p>



UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	<p>advantage relative to its neighbors and within the greater KZN area.</p> <p>10. Within the Red Data range are numerous endangered species of birds and animals which are of concern to Ezemvelo KZN Wildlife and have been mapped for the SEA at a finer grain level.</p>		<p>environmental management of the several borrow pits in the hillsides of the uMzimkhulu river area.)</p> <p>10. Soils are fertile in the eastern regional of the Municipal area.</p>		
<b>WEAKNESSES</b>	<ol style="list-style-type: none"> <li>Heritage sites are being neglected and not accorded the value they deserve.</li> <li>The lack of waste management and sanitations services is a weakness from an ecological perspective because the land, water and air are being polluted.</li> <li>There is a heavy reliance on natural resources.</li> <li>There is a lack of environmental management within the area.</li> <li>There are large tracts of degraded grasslands that need rehabilitation largely in the</li> </ol>	<ol style="list-style-type: none"> <li>The Municipality still experiences service backlogs. The majority of the population in the Municipality lack access to clean water, electricity, sanitation and other services. This is particularly pertinent to KwaMachi/Isibonda where approximately 30,000 people are without services this restricts investments into the area, constitutes an entry barrier to the market for the emerging businesses and leads to ill health and water borne diseases.</li> <li>Sanitation services are based on septic and conservancy tanks systems with Mazakhele Township using the VIP system. The "big problem with conservancy tanks are sewage</li> </ol>	<ol style="list-style-type: none"> <li>There is no timber based value chain development or beneficiation within the Municipality.</li> <li>Tourism is not yet addressed and developed to its full potential. Many initiatives are not being capitalized on.</li> <li>The area is characterized by high unemployment rates, the majority of the population especially in the rural areas are without jobs. This remains an inter-sector concern and affects all spheres of the Municipality.</li> <li>There is lack of people with management and technical skills in uMuziwabantu. This means that people from</li> </ol>	<ol style="list-style-type: none"> <li>High levels of crime. This affects the social fabric and erodes trust which is essential for sustainability based initiatives.</li> <li>Drug abuse amongst the youth is of concern within the municipality.</li> <li>There is a high incidence of HIV/AIDS particularly amongst women. (64% women to 36% men 2009)</li> <li>There is a lack of facilities for the aged in the area.</li> </ol>	<ol style="list-style-type: none"> <li>Planning is not conducted by registered personnel within the municipality and thus delegated authority for planning approvals is not possible. All applications have to be forwarded to Ugu the Province for approvals.</li> <li>Currently, the old Harding Municipal Area is controlled by an outdated Town Planning Scheme.</li> <li>There is no provision in the old scheme for mixed use and densification.</li> <li>There is no clearly</li> </ol>





UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	<p>traditional authority areas.</p> <p>6. Midlands Mist belt Grassland in the western sections of the Municipality are endangered and in need of protection.</p> <p>7. Thornveld is endangered and in need of protection in the low-lying area.</p> <p>8. Indigenous forests in the west arte endangered.</p> <p>9. The full extent of wetlands is not known or mapped</p> <p>10. There is development pressure to identify and develop an appropriate cemetery site and a landfill site relatively close to the Municipality and to acquire agreement on the location of the sites.</p> <p>11. The overgrazing is causing pressure on coastal hinterland Bushveld</p> <p>12. Desirable grass species i.e. Themeda Triandra and Eragrostis Capensis are very limited.</p> <p>13. Unpalatable, pioneer species such as Ngongoni (Aristida junciformis)</p>	<p>overflows" (2010 IDP). Sewage overflows occur in Harding during the rainy seasons.</p> <p>3. High transport costs for existing commercial farmers (timber and cane) since road and railways are in poor condition or simply do not exist is another challenge to be addressed.</p> <p>4. Apart from the N2, other main roads such as the Harding/Bizana and the uMzimkulu/Pietermaritzburg are in poor conditions and need to be improved and repaired.</p> <p>5. Local roads are in a poor condition but are included in the infrastructure master plan. Approximately 50% of the roads in the town are in an unacceptable condition.</p> <p>6. The topography limits development to high lying flat land east of the forested areas and calls for careful management of the visual impact of development.</p> <p>7. Unstable slopes in wet talus material, overlying the bedrock had to be stabilized by a wall held by earth anchors, in the Ingeli indigenous forest, on the N2, about 2km west of the Ingeli Forest Lodge. Similar slope instability associated with</p>	<p>outside the area are employed to fill these positions.</p> <p>5. The ICT sector is underdeveloped</p> <p>6. Lack of financial support, mentorship, advisory services and relevant skills. Limits the ability of emerging farmers to succeed in agriculture and other sectors.</p>		<p>defined urban edge and encroachment into agricultural land is occurring</p> <p>5. There is no provision for strategic land use development.</p> <p>6. Current SDF is outdated and confused with the 2002 SDF. The current SDF makes no provision for conservation or ecosystems services as does the 2005 LUMS documents.</p> <p>7. The current Ugu SDF poses a threat to the uMuziwabantu LUMS work of 2005 and also threatens biodiversity with its "river base buffers". Buffering rives located in extremely steep terrain which nobody can get to is pointless and reveals a lack of empirical knowledge of the area and the daily activities of people in the outlying areas and located</p>



UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	<p>and Mshiki (Sporobolus Pyramidalus) dominate the veld.</p> <p>14. Poor veld management poses a severe limitation to the potential for development of stock farming.</p> <p>15. Noise and air pollution records within uMuziwabantu are not kept.</p>	<p>seepage continues to affect the R56 road from Umzimkulu to Kokstad, near Rietvlei for about 83 km to the north of the area.</p> <p>8. In Harding, soils are clayey and the water table shallow, these problematic founding conditions need to be managed through building appropriate foundations.</p> <p>9. The current landfill site is not licensed, fenced or guarded. The site is not well managed and largely follows the trench method of operation. A detailed Waste Characterisation study needs to be performed as part of a Waste Minimization and Recycling study.</p> <p>10. Waste based informal scavengers are not formalised and are interfering with the two daily operational activities of the site.</p>			<p>predominantly along ridge lines and not in steep, treacherous ravines.</p>
<b>OPPORTUNITIES</b>	<p>1. The Plantations could form the basis of a carbon sequestration process in keeping with the Koyoto Protocol aimed at reducing carbon emissions</p> <p>1. Alternative energy</p>	<p>1. Vodacom and MTN cover 90% of the municipal area by cell phone signal and Telkom has introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants this constitutes an opportunity for the ICT development</p>	<p>1. There are many opportunities for the diversification of the agricultural sector through the development of niche market products such as organic vegetables, hydroponics, aquaculture, medicinal plants, aloes,</p>	<p>1. Young people are becoming more conscious of environmental management and stewardship and harbor potential leadership skills in this domain.</p> <p>2. The Hans Merensky Trust uses</p>	<p>1. The SEA affords an opportunity to integrate land use management with environmental planning for sustainability</p> <p>2. The SEA affords an opportunity to rectify the SDF errors</p>



UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	<p>sources can be investigated with a possible concentration on bio-fuels.</p> <p>2. There are opportunities for managed sand and gravel extraction for road development.</p> <p>3. The area has a number of ecological and cultural heritage tourism opportunities that require establishment of a strong marketing system for the tourism product development. Opportunities vary in nature and include the Weza Forest, the Oribi Gorge nature reserve, Harding dam, Weza hiking and 4X4 trails, fishing, curio markets, tribal experience and overnight accommodation, and the Somseu monument. The extensive addition to this list of potential cultural and ecological assets has occurred</p>	<p>in the area.</p> <p>2. There are opportunities for marketing natural and indigenous products, to co-ordinate: "clean ups", music based education processes and recycling economies of scale.</p> <p>3. The development of infrastructure to manage storm water runoff and waste removal systems will augment and strengthen the potential attraction process.</p> <p>4. The dispersal of communities poses an opportunity to harness alternative community based modes of energy development.</p> <p>5. Snow falls at least once in most years on the high Ingeli range on the western boundary of the area can be used as a tourist attraction.</p>	<p>essential oils, and woodlots and the use of the sawdust from the Hans Merensky Trust for sustainable agricultural development processes.</p> <p>2. The business forum can also boost "green business" networking in order to augment the LA21 agenda.</p> <p>3. The municipality is predominantly constituted with young people with 75% of the population under the age of 34 years. This constitutes a pool of future entrepreneurs and that of labour for the investors.</p> <p>4. The area has a large pool of semi-skilled people available for employment. The development needs to take place to employ these people. This large pool of potential employees can also be mobilized for environmental "clean ups" as has occurred with the assistance of the DAEA education section Ugu Environmental Unit, Ezemvelo Wildlife and the Hunting</p>	<p>their land for tourism where possible, for the benefit of surrounding communities. The potential for environmental education in this context needs to be harnessed.</p> <p>3. Amakhosi are calling for education and training in land use management.</p> <p>4. The business chamber is calling for communication between and across sectors and on environmental management.</p>	<p>and incorporate it into a reviewed IDP</p> <p>3. The SEA affords the opportunity to develop and EMP which is legally binding if it is advertised correctly for public comment</p> <p>4. The SEA affords the opportunity to sensitize councilors to the importance of the environment and ecological education.</p>



UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	<p>through the SEA specialist study. Many of the sites in the rural areas were supplied with enthusiasm by the aMakhosi who are keen to see sustainable, culture based conservation and eco-tourism product development.</p> <p>4. Existence of vast tracts of land lying vacant run by tribal authorities can be cultivated on a commercial scale to improve agricultural sector. This will add to the carbon sequestration process through trapping of carbon in the soils. In addition, land use management processes can be introduced so that sustainable agricultural practices are initiated.</p> <p>5. Ngongoni is the habitat for a range of important medicinal plants in the area</p>		<p>Association.</p> <p>5. Timber and variable bee keeping development programmes could be promoted in the uMuziwabantu area with backward and forward linkages to the transport, harvesting and marketing of honey opportunities for community members. The value chain potential for linkages based on ISO 21 processes for sustainable value addition, packaging, labeling and diversification based on "green business" is vast.</p> <p>6. Given the manifestation of the HIV/AIDS related deaths, the rate of HIV/AIDS became stable with a tendency of decreasing in the Municipality.</p> <p>7. Opportunities for programmes based on prevention and support for affected and infected people will assist in enhancing a sustainability based approach to this pandemic.</p>		





UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
<b>THREATS</b>	<p>1. The five major rivers servicing the Municipal area are endangered and vulnerable (<b>Mtamvuna, Mzimkulu, Mzimkulwana and Nkondwana and Weza</b>).</p> <p>2. The most transformed rivers are the <b>Nkondwana, Weza and Mzimkhulwana</b>. They are in areas where the land is transformed. These rivers are under continual pressure and are more likely to exhibit degraded water quality conditions. <b>The most transformed and vulnerable rivers are the Nkondwana and the Mzimkhulwana Rivers and their tributaries.</b></p> <p>3. There is some air pollution stemming from the Hans Merensky Saw Mill at Weza which needs to be managed.</p> <p>4. Climatic conditions in the western</p>	<p>1. While Eskom is making substantial progress with regards to rural electrification, the dispersed nature of settlements renders provision of electricity economically unviable.</p> <p>2. The extension of the Toll road along the coast from Port Edward is another negative issue. This project simply will reduce the number of tourists driving through uMuziwabantu on the N2, meaning that people will drive through without stopping and spending time in the area. Providing for signage which is appropriate will result in the reduction in current signage pollution and harness potential tourism based on eco-tourism opportunities based on fauna and flora, rare and endangered species noted in detail in the status quo report.</p>	<p>1. The level of education in uMuziwabantu local municipality is very low with 30% of people having no school education at all. In certain wards, some official high schools have closed down because of the low enrolments. This constitutes a threat to the future generations as well as to investors. This poses a threat to environmental education programs in the affected areas such as Kwa-Chali and Kwambotho.</p> <p>2. Businesses have not developed competitive advantages. Competitive advantage based on developing a sustainability approach to projects and programs is possible with a sound SEA.</p> <p>3. There is a concern about the relocation of the Hans Merensky Mill from uMuziwabantu to the Eastern Cape Province. As the Hans Mill is among the pillars of the manufacturing sector of the</p>	<p>1. High incidence of HIV infection particularly amongst women</p>	<p>1. There is a lack of understanding of environmental management issues within council and hence management is not prioritized.</p>



UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	<p>regions limit the growing of the grass which results in lack of feed for stock during winter months. (Covering fodder with foliage is a sound carbon sequestration practice that can be harnessed to address this climate based threat)</p> <p>5. In the eastern bushveld region the stock appears is more heavily infested with ticks than in the Ngongoni veld areas.</p>		<p>area, its relocation will deeply impact on the employment and GDP of the Municipality. A sound business growth and retentions strategy will prevent this and harness sustainability of jobs if managed correctly and with speed.</p>		



## C.2.6 DISASTER MANAGEMENT

The Municipality has made great strides with regards to improvement in the Disaster management unit. The 2014/2015 financial year saw the appointment of the Disaster management officer. Soon thereafter a situational analysis conducted on the state of Disaster Management in the municipality identified the following challenges and proposed interventions:

CHALLENGES	PROPOSED INTERVENTIONS
The municipality does not have an adopted Disaster management Plan	Review of the Municipal Disaster Management Plan
For many years, there has been no human resource allocated to facilitate and implement DM activities	Appointment of a Disaster management officer
Identified threats identified in the Disaster Management Plan are outdated	Review of DMP and adoption of a DM sector plan.
The municipality does not have a Disaster management centre	Sourcing for funding for the construction of a DM centre
The municipality has limited human resource.	Review and restructuring of the Municipal organisational structure to include and boost staff compliment in the DM unit.
Lack of Disaster response and preparedness	Purchasing of Disaster response vehicles.

### C2.6.1 Draft Disaster Management Plan

The disaster management plan was developed in 2012, but was never adopted as a final document; however the plan is currently in the process of being reviewed as conditions have changed over the past five years. The plan illustrated a vulnerability assessment which was conducted during the compilation of the document. The social vulnerability analysis was based on the 2001 Census information. The assessment showed that the societal vulnerability areas were those locations (preferably at the neighbourhood level) where community resources are limited. These areas are most dependent on public resources after a hazard event and thus could be good investment areas for risk reduction activities. It could also imply that some communities need special attention during a disaster event.



The assessment further identified the following disaster risks in order of priority within Umuziwabantu Municipality:

- Cholera
- Drought
- Fires
- Floods
- HIV
- Hazmat y road
- Land degradation
- TB
- Severe storms (winds)
- Water pollution

### C.2.6.2 DISASTER RESPONSE AND RECOVERY

#### **Preparedness plans**

Preparedness plans have been compiled through a participative process and have been vested in terms of practical execution.

The organizational structure for preparedness within the municipality will include the satellite Disaster Management Centre, the Disaster Management Advisory forum, the interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and Ugu Disaster Management Centre.

The municipal planning groups, preparedness planning groups, joint response and relief teams, recovery and rehabilitation project teams and UGU Emergency Control Centre will also be involved.

The total structure of the municipality, with every member of personnel and every resource can potentially form part of preparedness capacity. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness. The Emergency Control Centre once established will be responsible for operational procedures associated with day to day operational response to emergencies by municipal departments. The Emergency Control Centre and the Disaster Management Advisory Forum will be jointly responsible for the emergency management policy framework and organisation that will be utilized to mitigate any significant emergency or disaster affecting the municipality.

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.



### **C2.6.3 Disaster Management Unit Organisational placement of the function**

The current placement of the Disaster Management Function within the Umuziabantu organizational structure falls within the Directorate; Community Services. The Umuziabantu Municipality's Disaster Management Office is currently situated in Harding Municipal Testing Centre premises as per the below structure.

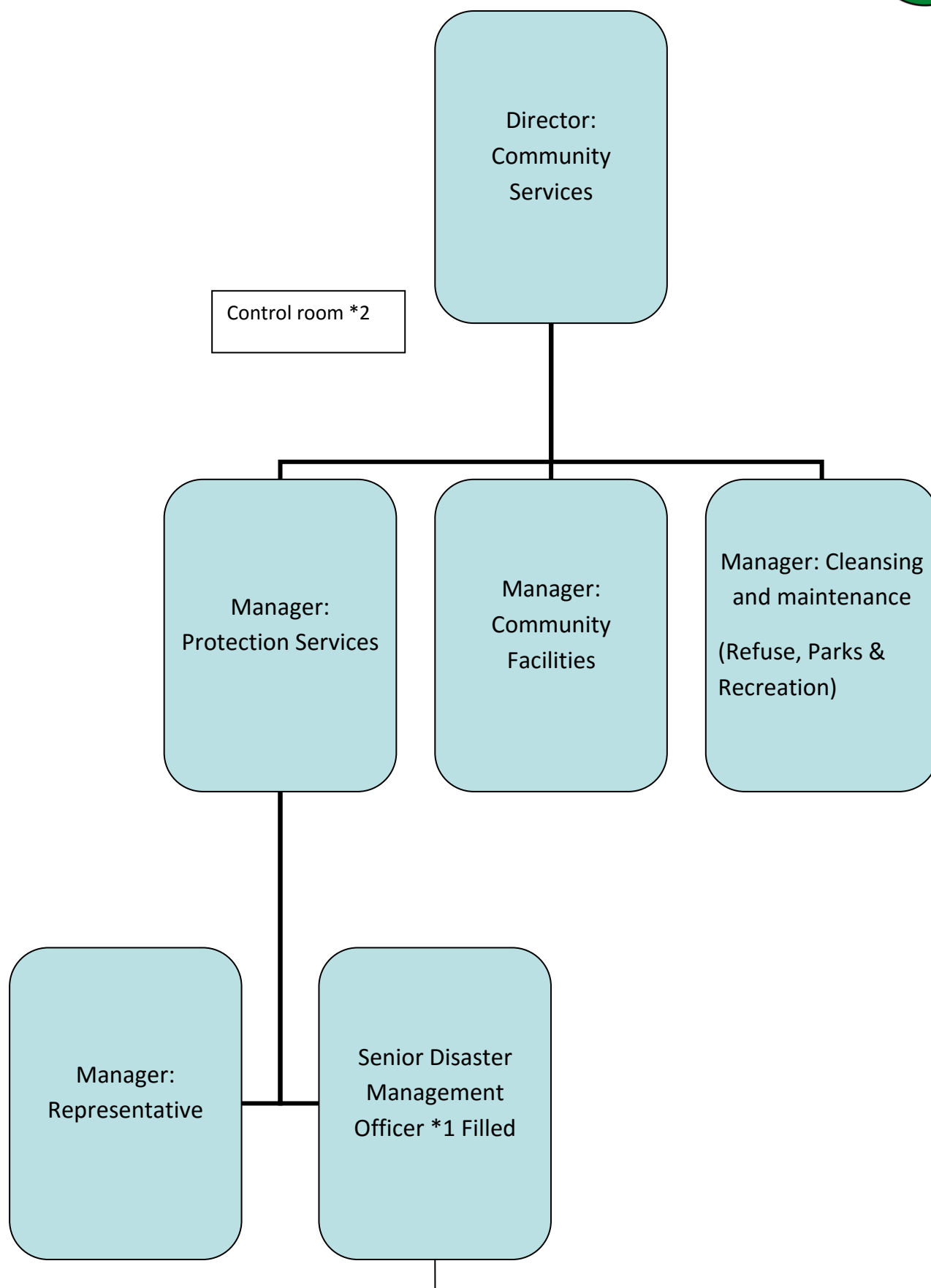


Figure 03: Placement of Disaster Management unit, adapted from the DM sector plan.





## C2.6.4 Satellite Disaster Management Centre

“Umuziwabantu Disaster Management” refers to the department within the municipality which is assigned with the Disaster Management function.

The Disaster Management function of the Umuziwabantu Municipality aims to:

- Prevent or reduce the risk of disasters thus mitigating the severity or consequences of disasters;
- Prepare for emergencies;
- Respond rapidly and effectively to emergencies and disasters;
- Implement post-disaster recovery and rehabilitation within the municipality by monitoring, integrating, co-coordinating and directing the disaster risk management activities of all role players.

A fully established and functioning Municipal Disaster Management Centre (facility) is a key element of this plan. This centre would have to have the appropriate levels of capacities in the form of a facility, vehicles, equipment and personnel. **Resources and Capacity**

As indicated above the municipality has no facility (centre), no equipment, no systems, and no vehicles. The Department has however identified a suitable area where the centre will be located and which will also allow for easy access when responding to emergencies with the CBD and surrounding areas.

IDP Number	Project Name	Resources Required	Funding Required	Funding Agent
C2.6.3.1	Disaster management satellite centre	Funding	Not budgeted	To be sourced
C2.6.3.2	Disaster risk assessment	Appointment of consultants to review the DM plan.	Budgeted	Municipality
C2.6.3.3	Education , training & awareness	<ul style="list-style-type: none"> <li>• Writing material</li> <li>• Venue</li> <li>• transportation</li> </ul>	Budgeted and conducted regularly.	Municipality



<b>C2.6.3.4</b>	Response , recovery & rehabilitation	Skilled Human resource, response vehicles	Budgeted (training and skills development vote)	Local municipality and District municipality
-----------------	--	---	---	--

### C2.6.4 Disaster Management SWOT Analysis

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>▪ Availability of premises (Harding airfield) for upgrade and renovations to met the disaster management centre standards.</li> <li>▪ Availability of a piece of land adjacent to Harding testing centre which can be utilized as the disaster management centre.</li> <li>▪ Availability of draft disaster management plan developed by consultants.</li> <li>▪ Establishment of a disaster management unit under the community services department.</li> <li>▪ Establishment and appointment of HOD of Community Services Department.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of capacity of the disaster management organizational structure.</li> <li>▪ Lack of capacity of disaster management (human, electronic, mechanical, material, financial resources and systems).</li> <li>▪ Vacant position of disaster management officer.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>▪ Support by other spheres of Government (DDRMS, PDRMC, NDRMC)</li> <li>▪ Engagement in private or public partnership (EPWP and Working on fire).</li> <li>▪ Review of DMP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor compliance of non compliance with the Disaster Management legislations.</li> </ul>



## C.4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

### C.4.1 Municipal Transformation

Umuziwabantu municipality is a category B municipality using an executive committee system. Umuziwabantu Council has a total of 19 councillors, four of whom are full time. There are four political parties represented in Council; the African National Congress, National Freedom Party, Inkatha Freedom Party and Democratic Alliance. The ANC is represented by 12 Councillors which is the majority in council, the NFP is represented by 4 councillors which the second largest political party in council. While the IFP is represented by 2 councillors and the DA is represented by 1 councillor.

Council has three portfolio committees, which are as follows:

- Finance; budget and Corporate Services
- Planning; Housing; LED and infrastructure, and
- Community Services

The IDP forum and Human Settlement Portfolio committee are a result of council resolutions which seeks to ensure proper coordination and implementation of these functions thereby compelling the existence of these committees.



**Table 08: Council Portfolio committees**

PORTFOLIO COMMITTEE	TERMS OF REFERENCE
<b>Finance; budget control and Corporate Services</b>	Municipal finance including billing; Municipal rating and taxation; Municipal insurance; Municipal banking and investments; Loans and governmental subsidies; Grants in aid Labour Relations Occupational Health and Safety
<b>Community Services</b>	Squatting; Groups with special needs (youth; women; elderly and the disabled); Street Vending; Education, crèches, welfare in general and religious services; HIV and AIDS Business licensing; Cemeteries and crematoria; Refuse removal, refuse dumps and solid waste disposal; Cleansing, road and storm water maintenance; and Building maintenance Disaster management Traffic services Fire fighting services
<b>Planning; LED; Housing and Infrastructure</b>	Local economic development; Promotion of industrial development; Land matters; Rendering of basic services Electricity and gas reticulation; Storm water management systems in rural and urban areas; Capital roads items and construction; Storm water capital items; Housing Projects; Housing development; and Housing Projects administration
<b>IDP FORUM</b>	Coordinate and facilitate IDP Projects Debates and review IDP objectives Integrates pectoral and other stakeholders strategic plans Propose recommendations to both EXCO and Council Integration and formulation of projects
<b>Human</b>	Housing development; and Housing Projects administration



## Settlement Forum

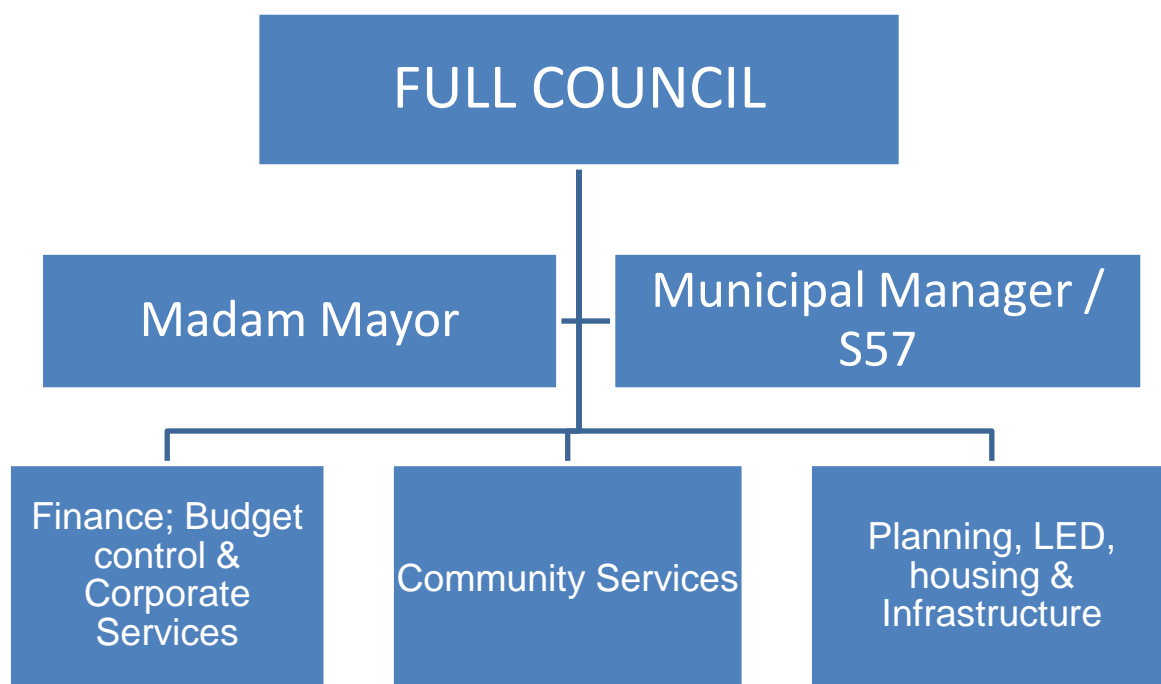
### C.4.2 Powers and functions of Council

The Council has both legislative and the executive powers. It is chaired by the Speaker, Councillor A. D Ngubo. His duties as listed in municipal delegations are:

- Presides at meetings of the council and signs the minutes of the council meetings;
- ensures that council meets at least quarterly;
- Co-ordinates the arrangements regarding dates and venues for the meetings.
- Maintains order during meetings of the council and ensures that the meetings are conducted in compliance with the Council's Rules of Order;
- Performs all other duties assigned to him/her in the Council's Rules of Order of the Council;
- Ensures compliance with the Code of Conduct for councillors;
- Authorises any investigation or enquiry into suspected or alleged impropriety by councillors or any alleged breaches of the Code of Conduct for councillors;
- Determines where and when council meets;
- Convenes special meetings of council at his/her discretion or on request of the majority of councillors she/he must do so.

In accordance with Council resolution of 1<sup>st</sup> June 2011, Council delegated some powers to the Executive Committee with an exception of those expressly excluded by law. Some of these exclusions include:

- The passing of municipal bylaws.
- The approval of budgets
- The imposition of rates and other taxes, levies and duties
- The raising of loans.
- Setting of tariffs
- Entering into service delivery agreements in terms of section 76(b) of the Municipal Systems Act;
- Appointment of the Municipal and section 56 managers; and
- Approval or amendment of the integrated development plan.



**Figure 7: Council Portfolio Committees**

### **C.4.3 Municipal Administration**

The administration, as appropriately delegated, has a responsibility to support the Council in exercising its powers and functions in the followings ways:

- It has to support the political structures in performing the political functions. These include the Council itself, the offices of the Speaker, the Mayor and the Executive Committee as well as Council Committees.
- It also has a responsibility to support the functioning of community participation structures as required in Chapter 4 of the Municipal Systems Act. These include ward committees.
- Lastly, it has to ensure that services that are incidental to the exercise of the municipality's powers and functions are delivered.

The current municipal council consists of 19 councillors and a staff compliment of 171 employees.

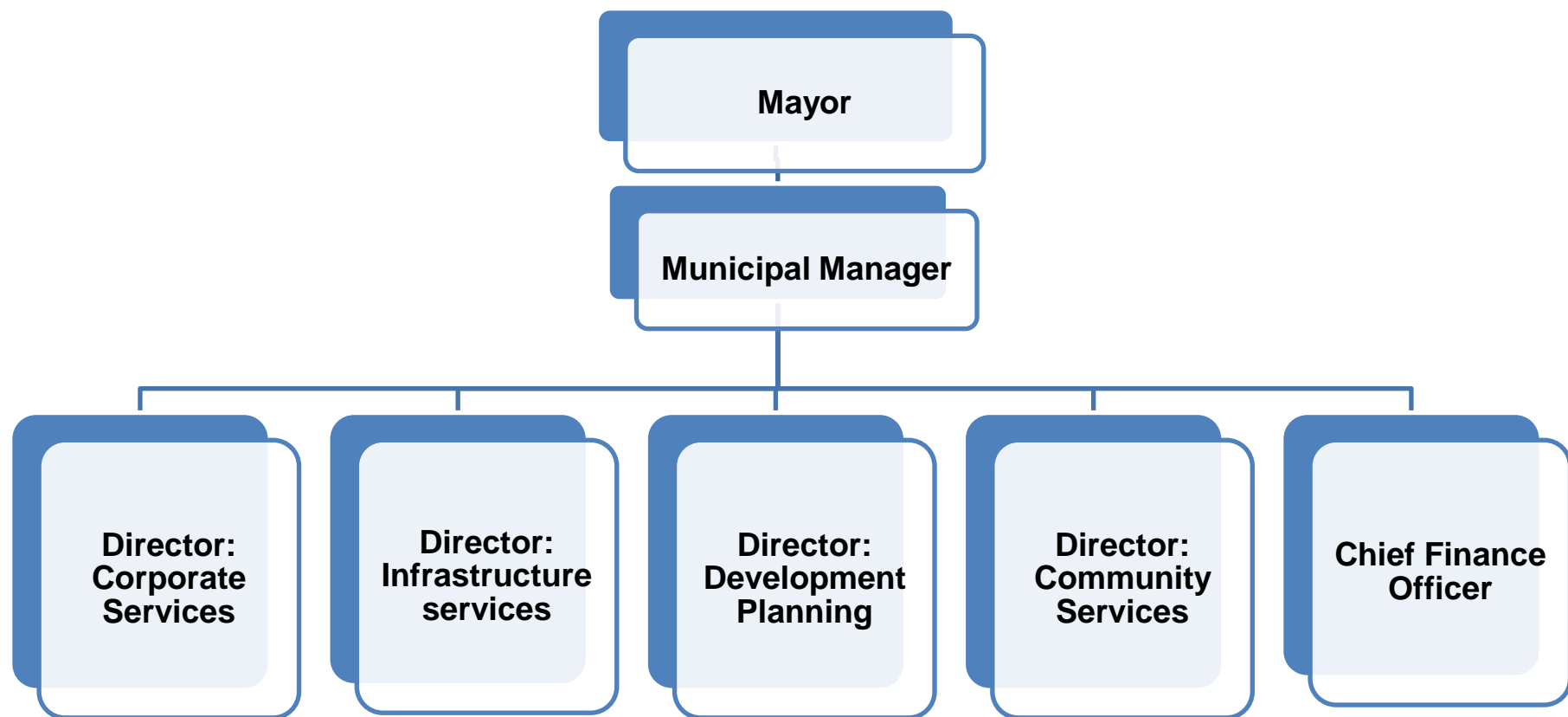




The administration has over the past five years extended to six departments. The transformation comes not only as a product of work overload in the municipality but also as an implementation to coincide with the COGTA regulations released in February 2014, which guide the organisational structuring of municipalities. The top structure of Umuziwabantu Municipality is illustrated in the table below.

A more detailed Institutional organogram is attached to this document as annexue ??

#### C.4.3 TOP ORGANISATIONAL STRUCTURE OF UMUZIWABNATU MUNICIPALITY



## **C.4.4 DEPARTMENTAL ANALYSIS**

The Umuziwabantu Municipality has during the current term of Council grown from four departments to six departments within the organisation. This is as a result of an additional two departments which are the Community Services Department and the Development planning department. As mentioned in item 3.4.3, this transformation is also as an implementation to coincide with the COGTA regulations released in February 2014, which guide the organisational structuring of municipalities.

Each of the department is unique in terms of its functions and key performance areas. This is further illustrated below in detail.

### **C.4.4.1 OFFICE OF THE MUNICIPAL MANAGER**

The office of the Municipal Manager has, in line with the organisational structure the following units. IDP, PMS, LED, Special programs, Youth development and Internal audit. Their functions are as follows:

#### Integrated Development Planning

The responsibilities include the implementation of the municipal Performance Management System as aligned to Integrated Development Plan (IDP), and to monitor and report progress thereof.

#### Performance Management

Public Participation  
Support to political office bearers  
Support to ward committees  
Local Economic Development

#### Local Economic Development

The LED Unit is responsible for the broad Economic development of the municipality. This includes formalization and management of the formal and informal economy, management and issuing of business licensing, provision of support to SMME's and Cooperative development etc.

#### Special programs

The unit is responsible for the lobbying and advocacy for development and mainstreaming of matters affecting all vulnerable groups including women and senior citizens, as well as facilitation of the Operation Sukuma Sakhe programme.



### Youth Development Programs

This unit is responsible for lobbying and advocacy for mainstreaming of youth development programs in the municipal area such as, Mayoral sports tournament, provision of Career guidance for learners, Grade 12 career exhibitions.

### Internal Auditing

Umuziwabantu Municipality appointed an Internal Audit manager during the 2013/2014 financial year in the Office of the Municipal Manager. The Internal audit unit is responsible for the following main functions:

- Preparing a risk based audit plan and an internal audit program for each financial year.
- Advising the Accounting Officer and reporting to the audit committee on the implementation of the internal audit plan, matters relating to internal audit, internal controls, accounting procedures and practices, risk management, performance management, loss control and legislative compliance (Including the MFMA and Annual Division Act).

## **C.4.4.2 FINANCE DEPARTMENT**

The Finance Department has the following units and key functions:

### Income

The unit is responsible for debt collection and management, recognition of municipal revenue, indigent support and administration, administration and maintenance of customer accounts and customer care to ensure good debt management.

- Revenue collection
- Debt management
- Credit control

### Supply Chain

Supply Chain Management is responsible for the implementation of the SCM Policy and ensuring that procurement of goods and services is done in a fair, equitable, transparent, competitive manner.

- Supply Chain management



### Expenditure

This unit is responsible for the administration of salaries, creditors, grant and subsidies as follows:

- Payment of creditors
- Payment of salaries

### Budgeting and Reporting

Budgeting is responsible for ensuring optimal allocation and utilization of economic resources in all departments within the municipality to achieve all strategic objectives set out in the IDP. This unit is further responsible for the maintenance of fixed assets register, loans register, investment register, general ledger, and cash management. The unit must invest unused and surplus funds at the best possible rates with the lowest risk to the municipality to ensure good cash management.

## **C.4.4.3 INFRASTRUCTURE SERVICES DEPARTMENT**

The Infrastructure services Department as headed by the Director is responsible for the following key functions:

- Construction and maintenance of Roads
- Project Management Unit
- Electricity
- Management of the Municipal Infrastructure Grant and Town rehabilitation funds.

## **C.4.4.4 COMMUNITY SERVICES**

The Community services department was established in the 2014/2015 financial year and is responsible for the following key functions:

- Waste management
- Fleet Management
- Parks and Gardens
- Cemetery
- Refuse removal



- Verge maintenance
- Illegal dumping
- Control of dumpsite
- Recycling and environmental management
- Disaster Management
- Fire Fighting
- Public facilities
- Traffic Control and Management/Law enforcement

#### **C.4.4.5 CORPORATE SERVICES DEPARTMENT**

The Department of Corporate services has the following key functions:

- Labour relations
- Recruitment and selection
- Human resource management
- Training and development
- Employee assistance
- Secretariat
- Records management
- Municipal Facilities' management
- Bylaw development
- Leases and contract management
- Legal advice

#### **C.4.4.6 DEVELOPMENT PLANNING DEPARTMENT**

The Planning department has been established with the Municipal Council adopting the organogram in 2014 and the department will be responsible for the following functions:

- Housing / Human settlements
- Building Control
- Town Planning and Building Control
- Integrated Development Planning and Performance Management Systems.
- Local Economic Development and tourism
- Receiving and approval of building applications.
- Building inspections

Functions of this department are currently managed between the Infrastructure department and the office of the Municipal Manager, until such date when the Section 56 manager is appointed.





## C.4.5 MUNICIPAL INSTITUTIONAL CAPACITY

The municipality has expanded significantly over the past four years, with the addition of two departments within the organisation. Although this development is prominent, the organisation still faces challenges of high staff turn-over in certain sub-directorates.

### C.4.5.1 STATUS OF CRITICAL POSTS

Umuziwabantu Municipality is faced with a serious challenge with regards to filling critical posts. The posts which are most difficult to fill are:

Name of Post	Current status
Manager Electricity	A trade status is needed. The position has been vacant for over two years.
IT Officer	The position has been vacant of a year.
Manager Strategic Planning	Filled June 2015
Director Corporate Services	The position has been vacant for over a year.
Director Infrastructure services	The position has been vacant of over four months.
Director Planning	Vacant
Manager Cleansing, Parks and recreation	Filled April 2015

The municipality currently has a total of six Directorates as per the adopted Municipal organogram. Of the six directorates, three are filled and three remaining are vacant. It is anticipated that the Infrastructure and Corporate directorates will be filled in the 2015/16 financial year. The Planning directorate is also planned for establishment in the 2015/16 financial year.

The geographical location of the municipality is also a contributing factor to this challenge. This results in a low grading which adversely affects the Salary packages which are informed by the category of the municipality.

In light of the additional departments to the organisational structure, the municipality has appointed in the previous and current financial years the following personnel;

- Manager Internal audit
- Director Community services
- Disaster management officer and most recently



2016/2017

- Manager Cleansing (who's KPA is amongst others environmental management)

## C.4.5.2 MUNICIPAL VACANCY RATE

### C.4.5.2 HUMAN RESOURCE STRATEGY & HR PLANS

Number of EPWP workers	40
Number of In-service trainees	08
Total staff component (Permanent)	171
Number of vacancies	16 (11 of the positions are currently in process of advertisement)

The municipality currently does not have an adopted and updated human resource strategy; however Human Resources unit has begun planning for the development and adoption of the HR strategy, which is targeted to be adopted in the 2015/2016 financial year.

Furthermore, the municipality has an employment equity plan and work skills plan in place. Both these plans are partially implemented.



### C.4.5.3 ICT SERVICES

Umuziwabantu Municipality has an acting IT officer, who is also a full time cyber cadet in the Municipal library. As an IT officer, this person reports to the Manager administration services, within the corporate services directorate.

As mentioned in section C4.5.1, this position is one of the critical posts which have in the past years seen a high staff turnover. ICT services are very poor within the municipality due to the enormous burden placed on the acting personnel. The organisation experiences amongst other challenges, a high rate of cable theft in the area, which hinders with the organisational ICT. However an ICT policy framework is in place and is partially implemented.

POLICY NAME	STATUS
ICT policy	In place and implemented
Telecommunications policy	In place and is implemented
User Accounts policy	In place and is implemented
ICT Framework	Not in place
IT Master Systems Plan	Not in place

### C.4.6 BACK TO BASICS APPROACH

The Department of Cooperative Governance and Traditional Affairs (COGTA) implemented a review of South Africa's 278 municipalities. The survey revealed that although some municipalities are performing their functions adequately, others are dysfunctional and significant intervention is required to get them to function properly. The back to basics programme for change outlines the following as acceptable levels of performance within municipalities:

- Put people and their concerns first through effective public participation platforms.
- Creating conditions for decent living by consistently delivering municipal services to the right quality and standard.
- Be well governed and demonstrate good governance and administration.
- Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.
- Build and maintain sound institutional and administrative capabilities, administered and managed by dedicated and skilled personnel at all levels.

Back to basics Key Performance Areas:



No.	KPA	ACTION REQUIRED	TIMEFRAME
C4.6.1	Putting people First	<ul style="list-style-type: none"> <li>Development, Adoption and implementation of a communication strategy.</li> <li>Regularly carrying out community satisfaction surveys.</li> </ul>	30 June 2016
C4.6.2	Basic Services	<ul style="list-style-type: none"> <li>Development of a fundable infrastructure plan.</li> <li>Development of an infrastructure maintenance plan.</li> <li>Maintenance of the Indigent register.</li> </ul>	30 June 2016
C4.6.3	Good Governance	<ul style="list-style-type: none"> <li>Holding and monitoring seating of Council as legislated.</li> <li>Monitor functionality of oversight structures.</li> <li>Ensure the existence and efficiency of Anti-corruption measures.</li> <li>Ensure enforcement of bylaws.</li> <li></li> </ul>	On going
C4.6.4	Financial management	<ul style="list-style-type: none"> <li>Ensure assessment and performance monitoring of the following indicators</li> <li>Number of disclaimers in the period of three to five years.</li> <li>Setting realistic budgets based on cash available.</li> <li>Revenue collection</li> <li>Debt collection</li> <li>Efficiency and</li> </ul>	On going



2016/2017

		functionality of SCM.	
C4.6.5	Building capable Government Institutions	<ul style="list-style-type: none"> <li>▪ Ensuring all Sections 56 positions are filled.</li> <li>▪ Development of HR programmes.</li> </ul>	30 June 2016

#### C.4.7 AG ACTION PLAN

The action below, illustrates planned corrective actions to be effected as a means to address AG concerns.

No.	Finding	Page No.	Corrective Action				Progress to Date
			Classification	Description of Management Action	Responsible Person	Targeted Completion Date	
	Compliance						
1	Information to be placed on the websites of municipalities	42		Compliance checklist will be implemented.	CFO/MM	31-Dec-14	Ongoing
2	Prohibited awards resulting into non-compliance	54		Block list has been created from the CAATS exercise conducted by the AG. Awaiting response from Provincial Treasury on the database to be created which will enable Municipalities to verify if members of companies are in the service of the state.	Manager: SCM/CFO	31-Dec-14	Ongoing





3	2012/2013 Annual report submitted late and 2014/15 Annual Budget not made to public within 10 working days after council approval	46/49		Compliance checklist will be implemented.	CFO/Acting Manager IDP/PMS	31-Dec-14	Ongoing
4	Non compliance with DORA(MSIG and MIG)	53		Compliance checklist will be implemented.	Director Technical Services/CFO/Acting Manager IDP/PMS	31-Dec-14	Ongoing
	Internal Controls						
5	Creditors reconciliations not performed and proper record keeping	40/42		Compliance checklist will be implemented.Keeping soft and hard copies of payment vouchers	Manager : Expenditure/CFO	2014/12/31	Ongoing
6	The municipality does not have a road maintenance plan in place	44		Development of road maintenance plan	Director Technical Services	2014/12/31	Ongoing
	Fixed Assets Register						
7	Land Values as per the valuation rolls does not agree to the FAR	32		A detailed review on the amounts included in the FAR against valuation roll will be performed.	CFO	31-May-15	Ongoing



8	Completed projects still included in work in progress	31		FAR will be maintained and reviewed on a monthly basis	CFO	30-Nov-14	Ongoing
	Irregular Expenditure						
9	SCM-Process not followed at the Afforestation Scheme	38		Oversight responsibility will be exercised to ensure that proper SCM processes are followed	MM	31-Dec-14	Ongoing
<b>Misstatements on the AFS</b>							
10	Commitments disclosure overstated	37		Proper AFS reviewal will be performed prior to submission to AG	CFO	2015/08/31	Ongoing
<b>Predetermined objectives</b>							
11	Annual Performance Evaluations not performed	47		Compliance checklist will be implemented.	Acting Manager IDP/PMS	31-Dec-14	Ongoing



12	Reported information not completed or consistent ,well defined (measurable)with the SDBIP	49/51		Ensure that the Manager Strategic Planning and the Head of Departments responsible for performance reporting exercise an adequate oversight role over the PMS to ensure completeness and accuracy of the reported performance information for each development objective.	Manager Strategic Planning		
26	Annual Performance Evaluations not performed	76		Management to ensure that Performance evaluations are performed annually using performance Appraisal Framework.	Manager Strategic Planning	31-Dec-13 30-Mar-14	Work in progress Not Done

#### C.4.8 MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS.

<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>▪ Portfolio committees are in place and functioning</li> <li>▪ Establishment of a new Directorates</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>▪ Shortage of skills especially in the Technical and finance departments.</li> <li>▪ Salary packages are not attractive to skilled personnel.</li> <li>▪ Work overload due to limited staff.</li> <li>▪ High staff turnover</li> <li>▪ No HR strategy in place</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>▪ The Directorate Community Services has been established, therefore increased employment opportunities.</li> <li>▪ Skills training opportunities in per department.</li> <li>▪ Growth in appointment of skilled personnel.</li> <li>▪ Development of a staff retention policy.</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>▪ Losing Skilled and experienced personnel.</li> <li>▪ Poor governance due to vacant critical posts.</li> <li>▪ Poor service delivery</li> <li>▪ Protests</li> </ul>



## C.5 BASIC SERVICE DELIVERY ANALYSIS

### C.5.1 WATER AND SANITATION

In terms of delegated powers and functions, the function of water and sanitation service delivery rests with UGU District Municipality. As the Water Service Authority (WSA), UGU DM is responsible for the provision of water and sanitation access, planning of projects, regulation of projects, and overseeing water provision both effectively and efficiently, maintaining customer relations, and billing.

Although water provision is in the UGU DM competency, planning of projects is done jointly with local municipalities and budgeted for by the district. Based on the status quo, all urban residents have water in their houses or within the RDP standards in case of Winterton (KwaMazakhele) where residents get their water from the public water stand pipes, however, the phase 3 low cost housing project in Winterton will include running water and flushing toilets within the households.

The UGU District's IDP indicates that all urban areas within the municipality have a supply that meets the minimum national requirements for water service provision. In the rural areas, bulk water reticulation is in place across sub-regions, however, a backlog of service provision still remains.

A full-scale water crisis has however hit KwaZulu-Natal, with restrictions now being enforced on the North and South coasts.

The worst-hit areas are in the UGU District Municipality and iLembe District Municipality (KwaDukuza-Stanger) which incorporates the Zimbali residential and resort development.

UGU District has issued warnings and saving measures within the Harding area, and water saving strategies have been conveyed to community members.

UGU District GDS Strategic Objective 4.5 Ensures Effective Water Resource Management and Awareness, identifies water access as a key to the spatial development patterns throughout the district. A demand assessment undertaken within the UGU Infrastructure Audit identifies a need for an upgrade to current infrastructure in order to address future capacity requirements, with the cost of backlog eradication alone estimated at R3.4 billion.

3 Strategic programmes identified by UGU District GDS is as follows:

- Strategic Programme 4.5.1 Ensuring Effective Water Resource Management.
- Strategic Programme 4.5.2 Increase Water Infrastructure Capacity
- Strategic Programme 4.5.3 Promote Awareness of Water Efficiency



(Source: UGu District Municipality Growth and Strategic Development)

Area	Estimated Population with Adequate Water Services	Estimated Population with a Backlog of Water Services
Bashaweni	982	0
KwaMachi/Isibonda	22867	27879
KwaFodo	5496	3023
KwaMmbotho	5030	2552
KwaJali/Nhlangano i	8069	6230
Dumisa/Thokozani	0	1838
<b>TOTAL</b>	<b>42444</b>	<b>41522</b>

**Table 09: Estimated backlog per tribal authority: Adapted from UGU WSDP**

### Public Inputs on Water Services

- **Water backlog in rural areas:** all rural wards raised access to clean water as one of the key priorities. This problem is reflected on the backlog table above. In areas where the water reticulation has been implemented it is still very far from meeting the RDP standard of all households being at most 200m away from the standpipe. In many communities people still walk long distances to fetch water from the stand pipe or unsafe source.
- **Partially working water systems:** this problem is mainly experienced in rural areas where because of low pressure, it is said, certain areas end up having no water.
- **More resources needed for temporary water supply methods systems:** this refers to spring protection, borehole and water tanks.

UGu District Municipality acknowledges a single Waste Water Treatment Works Plant within the Umuziwabantu Municipality, at Harding. (Source: UGu Infrastructure Audit 2011). Table 10 below portrays access to sanitation figures, as indicated within the UGu District IDP and identified by Statistics SA Census 2011.





Currently there are three operational Water Treatment plants within Umuziwabantu Municipality namely:

- KwaMbhotho Water Treatment
- Umuziwabantu Water Treatment
- Mbonwa Water Treatment

Water challenges and backlogs in Umuziwabantu Municipality are as follows:

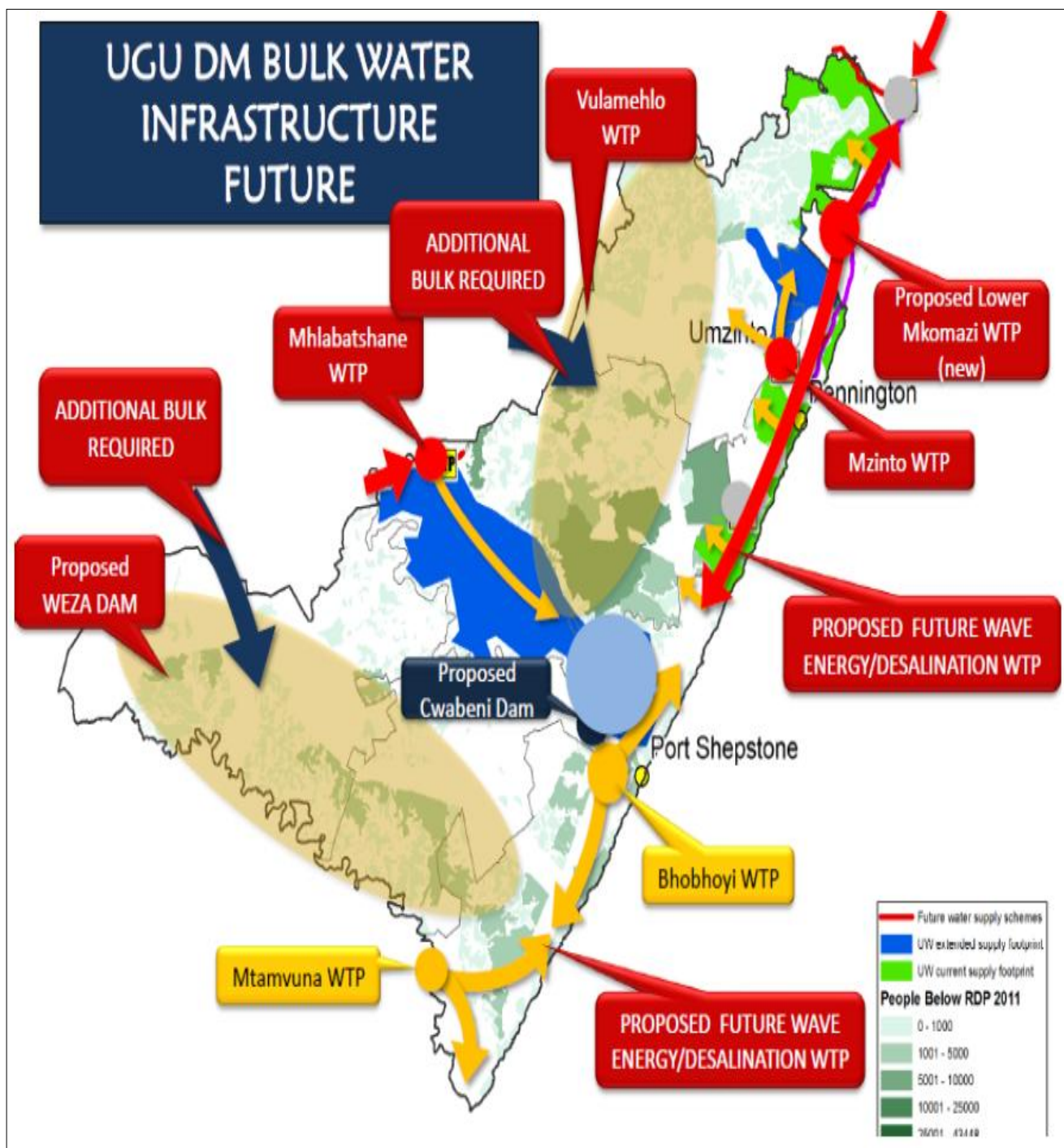
UMUZIWABANTU WATER CHALLENGES AND BACKLOGS		
WARD	AREA	SECTOR/SUB AREA
01	Mkangala	<ul style="list-style-type: none"> <li>▪ Elamonti</li> <li>▪ Ezitendeni</li> <li>▪ Esie</li> </ul>
	Enkoneni	<ul style="list-style-type: none"> <li>▪ Esitholeni (Nyoni yandiza)</li> </ul>
	Lot R	<ul style="list-style-type: none"> <li>▪ Emthini onkhulu</li> </ul>
	Ebozana	<ul style="list-style-type: none"> <li>▪ Ezitendeni ngaka Dlamini</li> </ul>
	Sihoqo	<ul style="list-style-type: none"> <li>▪ Emzokhanyayo</li> </ul>
	Mthintanyoni	<ul style="list-style-type: none"> <li>▪ Epholaphola</li> <li>▪ Wilton</li> </ul>
	Sigodini	<ul style="list-style-type: none"> <li>▪ SwaHofi</li> <li>▪ Emasimini</li> <li>▪ KwaSilahla</li> <li>▪ KwaNyoni</li> </ul>
02	Skhulu	<ul style="list-style-type: none"> <li>▪ Ezinkawini</li> <li>▪ Ekhuze</li> <li>▪ KeaMboyisa</li> <li>▪ Emagusheni</li> </ul>
	Mpeshu	<ul style="list-style-type: none"> <li>▪ Xambu</li> <li>▪ Sabelweni</li> <li>▪ Mbangweni</li> <li>▪ Ekuzameni</li> <li>▪ KwaMdleko</li> <li>▪ Emagusheni</li> </ul>
	Ebashaweni	<ul style="list-style-type: none"> <li>▪ Shayamoya</li> </ul>
	Ezitendeni ezintsha	<ul style="list-style-type: none"> <li>▪ Marshmount</li> <li>▪ E9</li> </ul>
	Ndlovini	<ul style="list-style-type: none"> <li>▪ Mhlahlane</li> </ul>
	Sganseni	<ul style="list-style-type: none"> <li>▪ Mabhungwini</li> </ul>
	Sutton Primary School	
03		
04	Nyanisweni	<ul style="list-style-type: none"> <li>▪ Zwelisha</li> <li>▪ Wela (Nkondwana)</li> <li>▪ Exhinhagu</li> <li>▪ Mdulashe</li> <li>▪ Qwebela</li> <li>▪ KwaMvununo / Mangashuza</li> </ul>
05		
06	Nombengeza	<ul style="list-style-type: none"> <li>▪ Magwala</li> <li>▪ Estolo kukaNhleko</li> </ul>



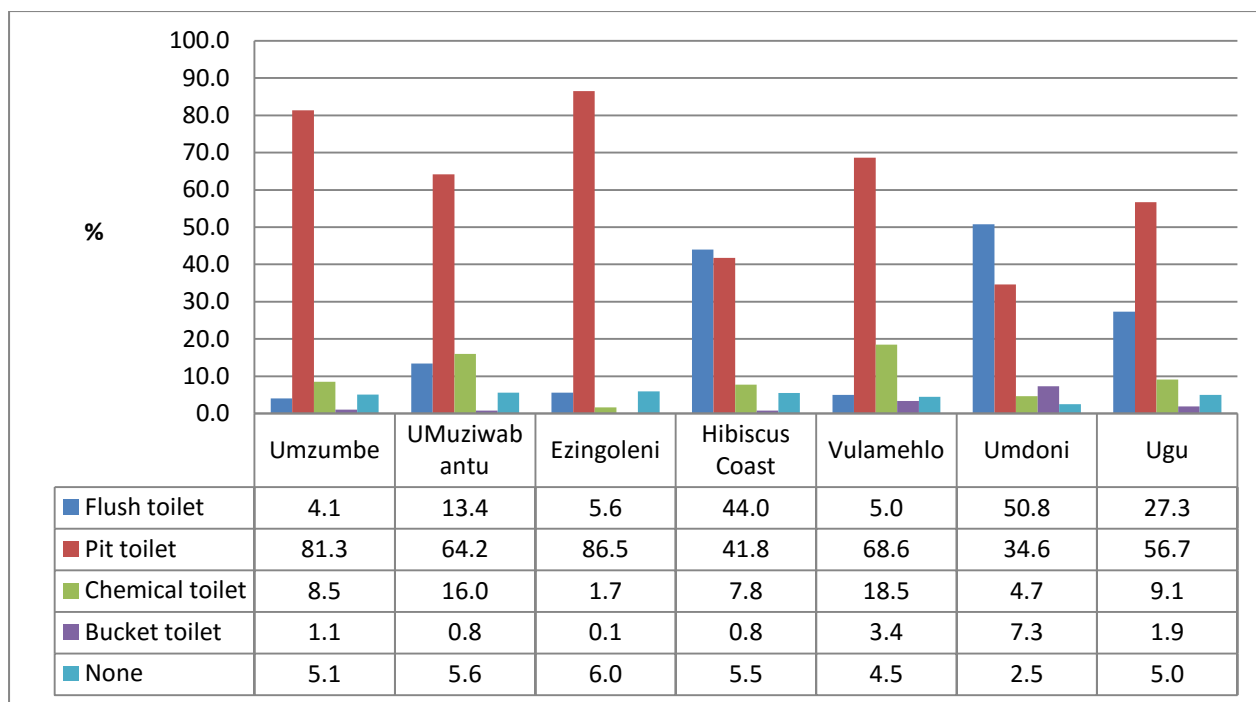
	Nhlanza	<ul style="list-style-type: none"> <li>▪ KwaNzimande to Nhlanza (phansi)</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Thaveli to Emagwala</li> </ul>
	Gangala	<ul style="list-style-type: none"> <li>▪ Ezimbuzini</li> <li>▪ Helem</li> <li>▪ Emakewini</li> </ul>
	Mthentu	<ul style="list-style-type: none"> <li>▪ KwaKheswa to Nciki</li> </ul>
	Wela	<ul style="list-style-type: none"> <li>▪ Ezimbovini</li> </ul>
	Emshisweni	<ul style="list-style-type: none"> <li>▪ Emagrawundini</li> <li>▪ Ekuthuleni</li> <li>▪ Ncama to Sigwebela</li> <li>▪ Enkukhwini to Phondo</li> </ul>
<b>07</b>	Endakeni	<ul style="list-style-type: none"> <li>▪ Ehlathini and Phepheni</li> <li>▪</li> </ul>
	Ngqolo	<ul style="list-style-type: none"> <li>▪ Qwarhu</li> <li>▪ Nkaleni</li> <li>▪ Esontweni</li> <li>▪ Xhathisa</li> <li>▪ Mthwazi ka Ndlangisa</li> </ul>
	Nkungwini	<ul style="list-style-type: none"> <li>▪ Disane June</li> <li>▪ Cele, Masuku &amp; Shange</li> </ul>
	Mkhoba	<ul style="list-style-type: none"> <li>▪ KwaMdunjana to KwaNdobe</li> <li>▪ KwaCwele (Sishwe) to Ezitandeni ezintsha</li> <li>▪ Behind Mkhoba primary school.</li> </ul>
<b>08</b>	Esitezzi	<ul style="list-style-type: none"> <li>▪ Erawini &amp; Mpofini</li> </ul>
	Ndakeni	<ul style="list-style-type: none"> <li>▪ Mpeshu &amp; Dipini</li> </ul>
	Mkhoba	<ul style="list-style-type: none"> <li>▪ Soweto</li> </ul>
	Mbuthuma	<ul style="list-style-type: none"> <li>▪ Eringini</li> </ul>
	Ngubelanga	<ul style="list-style-type: none"> <li>▪ Exopo</li> </ul>
<b>09</b>	Nyandeni	<ul style="list-style-type: none"> <li>▪ Emantulini &amp; Msizazwe</li> <li>▪ Mjika</li> <li>▪ Gubhungwini</li> <li>▪ Mbelinane</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Mlolweni</li> </ul>
		<ul style="list-style-type: none"> <li>▪ Mbizweni</li> </ul>
<b>10</b>	Madwaleni	<ul style="list-style-type: none"> <li>▪ Bho Street</li> <li>▪ Mdlazi Store</li> <li>▪ Mangafi</li> </ul>
	Phumza	<ul style="list-style-type: none"> <li>▪ MaXamini and Dipini</li> </ul>
	Ngqugqumeni	<ul style="list-style-type: none"> <li>▪ Matsheketshekeni</li> <li>▪ Mapei</li> <li>▪ Mambeni</li> <li>▪ Mazambaneni</li> </ul>
	Nhlokoyenkomo	<ul style="list-style-type: none"> <li>▪ Somsewu and Mzenga</li> </ul>
	Gangala	<ul style="list-style-type: none"> <li>▪ Mangashuza</li> </ul>
	Nqabeni	<ul style="list-style-type: none"> <li>▪ Bheyela</li> </ul>



The figure below is extracted from the Ugu District Municipality IDP, and shows a basic map of planned bulk water infrastructure through the municipality. The areas to be noted are the identification of bulk water requirements within Umuziwabantu and the proposal of the Weza Dam. (Ugu District Municipality 2013/2014 IDP)



Map 15: Harding water supply zones. (Source – UGU WSP)



**Figure 9: Access to Sanitation.** Adapted from: 2011 census

### Sanitation services

Many households in Harding town are using septic tanks and conservancy tanks with Winterton Township using the VIP system, which is a very inappropriate system in an urban setting. These systems are not the best for both the users and the environment. A full waterborne system is required to ensure sustainable and environmentally healthy development. A big problem with conservancy tanks are sewage overflows. It is not uncommon to have sewage overflows into the storm water drainage, more especially during the rainy seasons.



### C.5.2 SOLID WASTE MANAGEMENT

Solid Waste Management is responsible for waste collection, cleaning and disposal of waste in the Umuziabantu Municipal Area. The objective of waste management for the Municipality is to integrate waste management services in order to provide basic services to the community and to minimise the effects of waste on humans and the overall health of the environment.

An estimated 95% of the Umuziabantu population uses their own dump to dispose of their refuse. An estimated number of 1908 households (estimated 5% of the total population) which benefit from the provision of municipal services of whom are the residents in and around the Harding Town.

It must be noted that Umuziabantu Municipality has been issued with the required license which permits the construction and operation of a Municipal landfill site.

The landfill site (also known as a tip, dump, rubbish dump or dumping ground, is a site for the disposal of waste material by burial. The landfill site is currently in the stages of being upgraded, however, this development is only towards 50% completion. Furthermore, with the recent establishment of the Community services directorate and appointment of the manager cleansing, parks and recreation, the Municipality plans to develop and adopt a Municipal waste management plan during the 2015/2016 financial year, as the municipality currently does not have a plan in place.

### C.5.3 TRANSPORTATION INFRASTRUCTURE

Umuziabantu Municipality is responsible for all local roads within Harding. The key local roads are the urban streets within Harding. Only some of the roads are surfaced and maintenance is required. This maintenance falls under local municipality responsibility.

The municipality is responsible for the construction, maintenance and upgrading of these local and access roads within its area of jurisdiction and has in place a draft infrastructure maintenance plan which will be adopted and implemented in from the 2015/2016 financial year.

- ***District and Local Roads***

A total of **283.664 km** of district road lies within the bounds of the municipality. Very little of this road network is surfaced. A total of **27.457 km** of local road lies within the bounds of the municipality.



The conditions of these roads vary widely, with the Department of Transport having budgeted a sum of R9 500 000 for periodic maintenance to the betterment and re-gravelling of the D1033, D907, D252, D908 and D120 district roads. Various district roads which have also been earmarked for routine maintenance including; Patch gravelling, drain clearing and verge maintenance are: D904, D862, D1033, D211, D149

The Municipality has also dedicated more than R30M to upgrade roads in Harding (Town and Rehabilitation). Further to this the Department has appointed a service provider to develop an urban renewal framework, which will help the municipality in the planning and implementation of beautifying the Harding town.

- **Provincial Roads**

Historically, there are two roads which were properly constructed: Hawkins (P59) to Bizana) and Murchison Streets. The rest of the roads were gravel roads which were covered with the blacktop to reduce dust. However, given the significant increase of traffic in the last ten to fifteen years and the lack of proper maintenance, this blacktop has deteriorated to an extent that in some roads there is more gravel surface than tar and potholes. This has resulted in the town being dusty and unpleasant to drive in.

The main provincial road which proceeds through the municipality is the P61, which intersects the N2 in two locations, linking Weza to the National road. A total of **101.635 km** of provincial road runs through the Umuziwabantu Municipality, with approximately **49.8%** of these roads being surfaced. The condition of the provincial roads within the municipality varies, with the Department of Transport budgeting for small safety maintenance works in the form of asphalt patching and road studs and routine gravel patch maintenance.

- **National Road (N2)**

A stretch of the N2 between Durban and the Eastern Cape traverses the municipality; the total distance within the Umuziwabantu Municipality is 51.91 km. It runs from the Ezingoleni Municipality to the south-east and then along the northern border and into the **Umzimkhulu** Municipality. The road is single carriageway and is in good condition. The road network through the **Umuziwabantu** Municipality totals approximately **464.6 km**, of which **102.548 km** is surfaced. The complete network can be broken down as follows:

ROAD	DISTANCE (KM)	TOTAL PERCENTAGE	PERCENTAGE SURFACED
National Road network	51.91	11.17%	11.17%
Provincial Road network	101.635	21.87%	10.89%
Local Road network	27.457	5.90%	





District Road network	283.664	61.04%	
<b>Total</b>	<b>464.666</b>	<b>100.00%</b>	<b>22.06%</b>

**Table 11: Road Network**

- ***Railway Line***

The inland portion of the abandoned Port Shepstone and Alfred County Railway (PSACR) runs through the municipality and for which Harding was the terminus. The line was a narrow gauge (610mm) railway used primarily for transporting agricultural produce to Port Shepstone for onward shipping. Due to actions by Transnet and the changing economics of land transport, the railway fell into disuse and operations ceased in the mid 2000's (Wikipedia, 2014).

The rail reserve is owned by Transnet Freight Rail. Though there is a moratorium on the alienation of rail reserves and associated land, the current status of this rail line remains closed with no indication of future rollout within the area. Current infrastructure is not in an operational condition.

### **Rail Infrastructure Upgrades**

Due to the rail being of the narrow gauge type installation, it is seen to have a very limited service capability and is confined to only servicing a certain type of older transport technology. Due to this narrow spectrum capability there is a limited variety of usage for this rail and/or its expansion. As such Transnet Freight Rail has taken the stance that the continued operation of this rail is no longer economically viable. Since the closing of this rail line, maintenance has ceased and the line has fallen into disrepair, resulting in a large outlay of capital being needed if the rail was ever to be opened again. It has, however, been highlighted that this portion of network could have possible heritage rail value (Ernest Kettle, Transnet Rail Infrastructure dept.)

### **Infrastructure Master Plan, Current projects and Future projects**

Umuziwabantu Municipality undertook a study in 2010 of Infrastructure Master Plan for Roads and Stormwater looking at the 5 year plan. This plan was used as a guide based on the findings on the situational analysis of infrastructure in Umuziwabantu. Some of the projects which were identified are being implemented.

With the National Development Plan being a guide for development of our communities, it's important for Umuziwabantu to align itself through having implementable plans to improve service delivery. Therefore there is a need to review the Infrastructure Plan.



Currently the Umuziwabantu has 7 projects which are anticipated to be completed during the 2014/15 financial year, and others in the next financial year.

### Current Projects

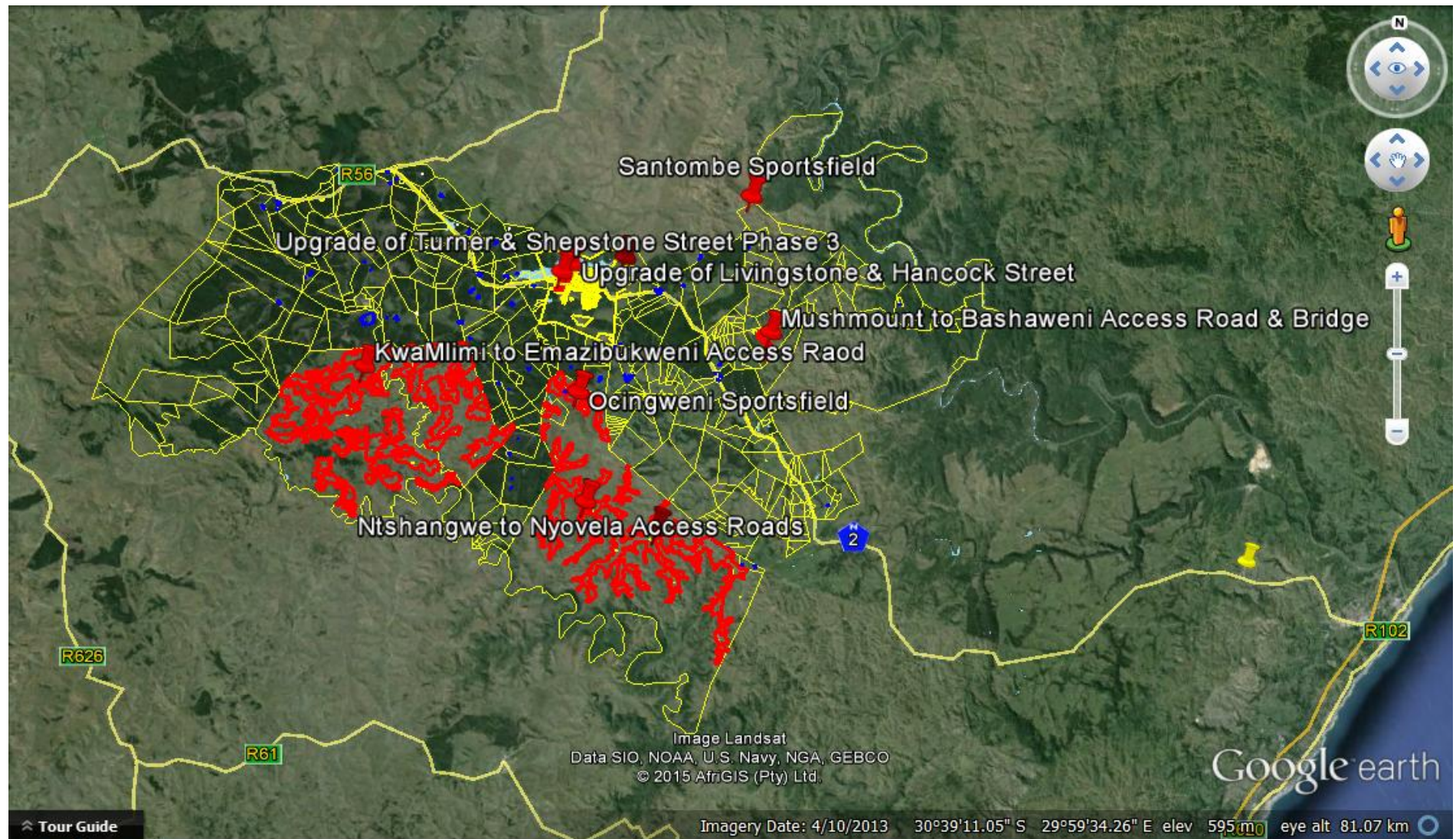
There are a few infrastructure projects currently within the Umuziwabantu jurisdiction some which are managed by the Municipality, others by UGU District and Provincial Government. The Map 16 below illustrates locations of the current projects.

The identified projects in Map 16 are as per the priority list of the 2014/2015 Service Delivery and Budget Implementation Plan, and which were requested by the community of Umuziwabantu. Whilst observing these projects, the municipality acknowledges challenges faced regarding the condition of our roads.

### Future Projects

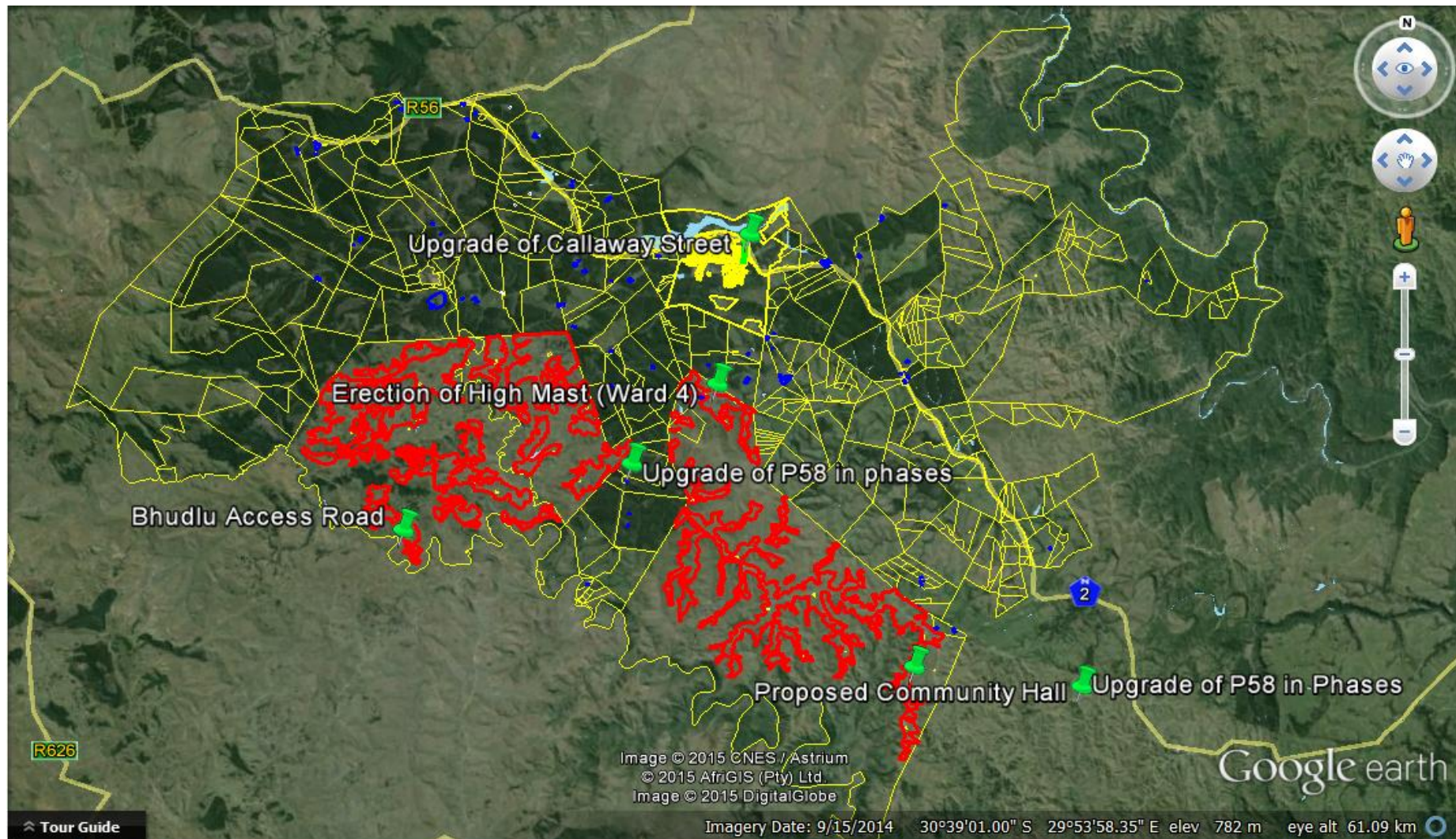
The Department of Transport is currently working on upgrading P58 which links Umuziwabantu & Eziqoleni Local Municipality, this project is in phases which still continues to the next few years. There are currently four capital projects that have been prioritised for the 2015/2016 capital projects as per the Map 17 below. These projects are as follows:

PROJECT NAME	WARD	STATUS
Budlu Access Road and Bridge	Ward 9	Planning
Erection of High Masts	Ward 4	Constructor awarded
Sunrise Community Hall	Ward 5	Under construction
Construction Galloway Street	Ward 3	Under construction
Kirk Street	Ward 3	Planning
Magwala Access Road	Ward 6	Planning
Santombe Community Hall	Ward 1	Planning
Endlovini Sports field	Ward 2	Planning
5 Sports field	Ward 8	Planning
Esikorokorweni Access Road	War 7	Planning
Ocingweni Sports field	Ward 4	Under construction
Municipal Landfill site	Ward 3	Under construction
Construction of New Municipal Offices	Ward 3	Planning phase
Construction of Animal Pound	Ward 3	Planning phase



**Map 16: Current Projects 2014/2015 Financial Year**





Map 17: Planned Projects 2015/2016 financial year

The Municipality has since 2012 embarked in the construction of the following projects:

PROJECT NAME	PROJECT STATUS	WARD
Upgrade of Greenfields Roads	Complete	3
Hlabé to Kwangubelanga	Complete	8
Phumza to Maxhamini	Complete	10
Weza Bridge	Complete	7
Mlolweni to Eskhulu	Complete	9
Incabhela Road	Complete	9
Mkhoba Hall	Complete	7
Xambu	Complete	2
Ntshangwe to Eringini	Complete	6
Shepstone Street	Complete	3
Ediphini	Complete	1
Ocingweni Sportfield	Construction	4
Mabhungwini access road	Complete	2
Upgrade of Livingstone and Hancock Streets	Complete	3
Livingstone and Hancock streetlights	Complete	3
Murshmount to Bashaweni	Construction	2
KwaShabalala to KwaShangase	Complete	8
Harding Landfill site	Construction	3
KwaJali to Mbuthuma	Complete	9
KwaMlim to Emazibukweni	Construction	7
Shepstone to Turner	Construction	3
Peter Mokaba Road	Complete	5
Gravelling D926	Complete	1
Holman Street	Complete	3
Keate Street (phase2)	Complete	3
Petterson Street	Complete	3
Greenfields street lights	Complete	3
Recreational Park	Complete	3
Phumza to Xhamini road	Complete	10
KwaPhondo to Emavetheni road	Complete	6
Machobeni Road D1032	Complete	7
Mangashuza road	Complete	7
Phumza Community Hall	Complete	10



## 2014/2015 – 2015/2016 PRIORITIZED PROJECTS

Priority	DESCRIPTION	WARD
1	Santombe Community Hall	1
2	Ekhuze Access Bridge(Mahelane School to Dumisa Community	1
3	Kwalunda gravel access road in Sihoqo	1
1	Access bridge between Bashaweni and Murshmount	2
2	Endlovini Sportsfield	2
3	Erection of High Mast Lights at Bashaweni	2
1	Gallway Street (from Murchison street to the pump station)	3
2	Upgrade of Kirk street	3
3	Mazakhele Community Hall (Phase1)	3
1	<b>Erection of high Masts at Elangeni, Esikhulu, Ocingweni, Qwebela and</b>	4
2	Enduveni access road	4
3	Upgrade of Enyanisweni access road(P58 to KoMkhulu)	4
1	Construction of Sunrise Community Hall	5
2	Construction of Elim Sportsfield	5
3	Upgrade of Nogumbe Access Road	5
1	Upgrade Magwala Access road	6
2	Ntshangwe community Hall	6
3	Upgrade of Ekuthuleni access road	6
1	Upgrade of Esikorokorweni(P61) access road (to KwaHalbe(Gun Drift)	7
2	Upgrade of Emazibukweni(D862)access road (to KwaSHabane(D914)	7
3	Mfundeni Sports Complex	7
1	Sports field at 5(Five) (Kwa Memela near the UCC Church)	8
2	Erection of High Mast Kwa Mbonwa Township (and KwaMdunjana/esitobini)	8
3	Bridge from Gayiya to KwaNgubelanga	8
1	Construction of Bhudlu Access road and Bridge	9
2	Construction of Ingele Community Hall	9
3	Upgrade of Malini Access road	9
1	Phumza Sportsfield	10
2	Madwaleni Access road	10
3	Upgrade of Mzinhlanga Access road	10
Priority ULM	Construction of Harding landfill site	3
	Construction of Municipal Animal Pound	3





#### C.5.4 ENERGY

There are currently two licensed energy supply authorities which are ESKOM and the **Umuziwabantu** Local Municipality. It is, however, known that future distributor responsibilities have been proposed to be taken over by a singular Regional Electricity Distributor (REDs) which will see both Eskom and the **Umuziwabantu** Local Municipality handover all relevant energy infrastructure responsibilities to the new supply authority. (Government Gazette, No.31741, 19 Dec. 2008).

UGu District GDS Strategic Programme 4.4.2 Promotion of Energy Efficiency is also noted. This involves various strategies regarding the reduction of energy consumption where possible, such as providing national incentive schemes and the provision of solar lighting to rural settlements (UGu District Municipality, 2013)

Electrical reticulation is undertaken by Eskom throughout the municipality, with the exception of Harding, for which Eskom supplies to the municipality who are then responsible for reticulation. The UGu IDP estimates the portion of energy responsibility covered by the municipality to be about 1%. The installed infrastructure, of which the majority responsibility lies with Eskom, is noted to be quite extensive throughout the municipality, providing most acknowledged settlements with power. The UGu IDP indicates that the municipality is served by sufficient substation capacity to connect all households, should the reticulation be fully rolled out. (UGu District Municipality, 2014/15 IDP.)

#### Electrification backlog

The backlog of electrification through the municipality is only dealt with by Eskom in the form of their Rural Electrification Program, which sees the identification and rollout of infrastructure within rural settlements for their electrification. The UGu IDP estimates the backlog in the electrification process to be 21.8%, but refers to Eskom's work rate and programme having the ability to achieve a national target within the municipality of 100% household electrification by the end of 2014. (UGu District Municipality, 2014/15 IDP).

#### Upgrades

Map 15 shows the existing networks within Umuziwabantu Local Municipality. The networks are currently not constrained, coupled to this there is no industry development pressure or increase in economic activities. To this end Eskom have no rollout projects or upgrades currently planned for the Umuziwabantu Municipality. (Aalia Kajee, Eskom Network planning dept.)





## Energy Sector Plan

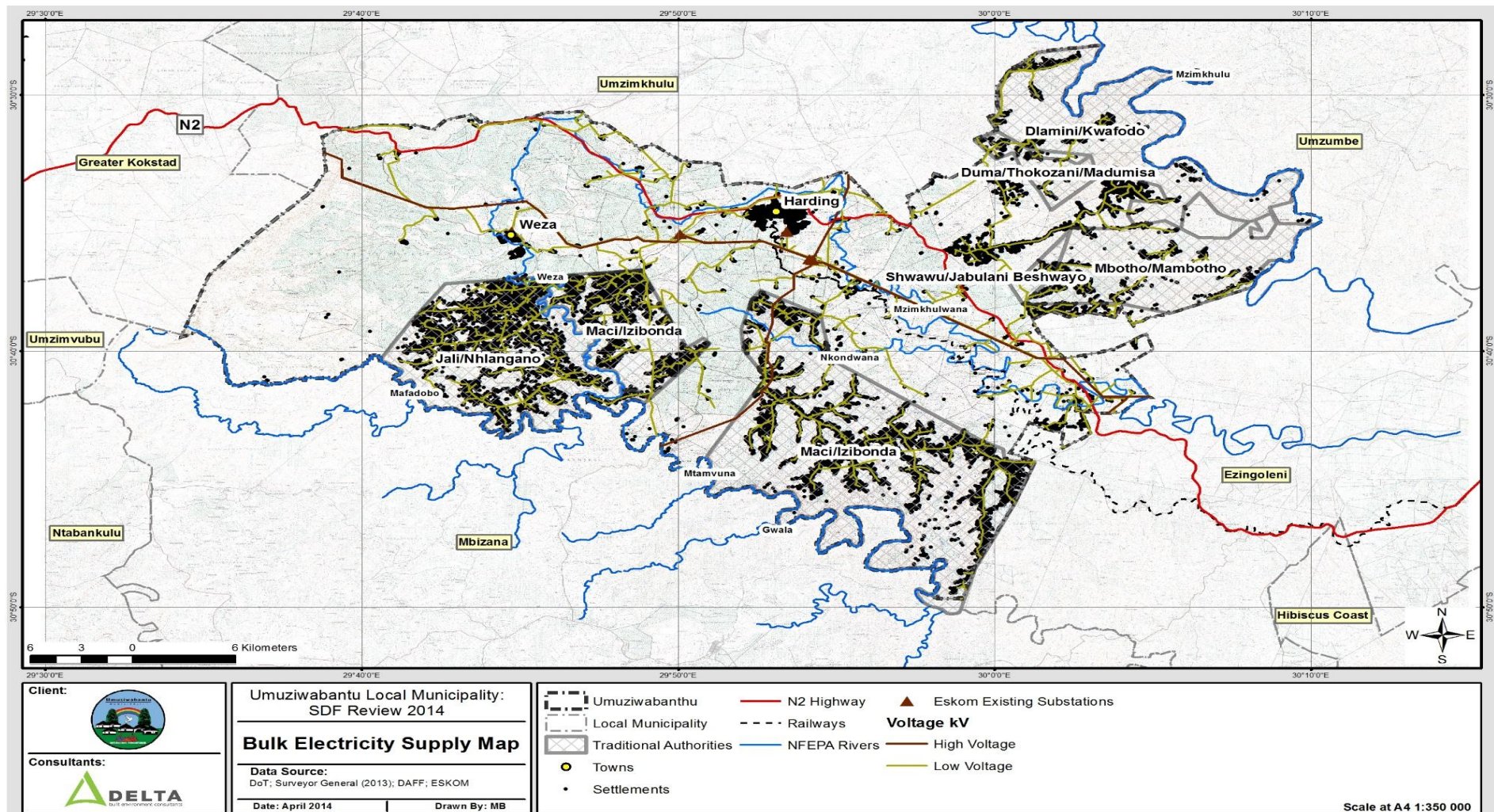
The municipality currently does not have an energy sector plan, due to the limited staff capacity (high levels of stall turnover and no manager electricity).

The objectives of the energy sector plan would be amongst others:

1. Provision of the status of electricity backlogs
2. Alignment with Eskom and DOE plans
3. Identification of infill's
4. Maintenance of electricity infrastructure
5. Detailed operations plan
6. Identification of electricity challenges
7. Proposed electricity saving strategies

Future and current energy projects are illustrated in the table below:

PROJECT NAME	IDP NO.	WARD	RESPONSIBLE DEPARTMENT	TIMEFRAME	Budget
KwaMazakhele electrification (Phase 3 housing project)	C.5.4.1	03	ESKOM/Projecon	2016/17 - 2020	TBA
Dumisa, Sihoqo, cekeza & Mbotho	C.5.4.2 C.5.4.3	01 & 02	ESKOM	2015/2016	R4 987 986.08
Infill's	C.5.4.4	4,6 & 10	ESKOM	2014/2015	9 Mil



Map 18: Bulk Electricity supply

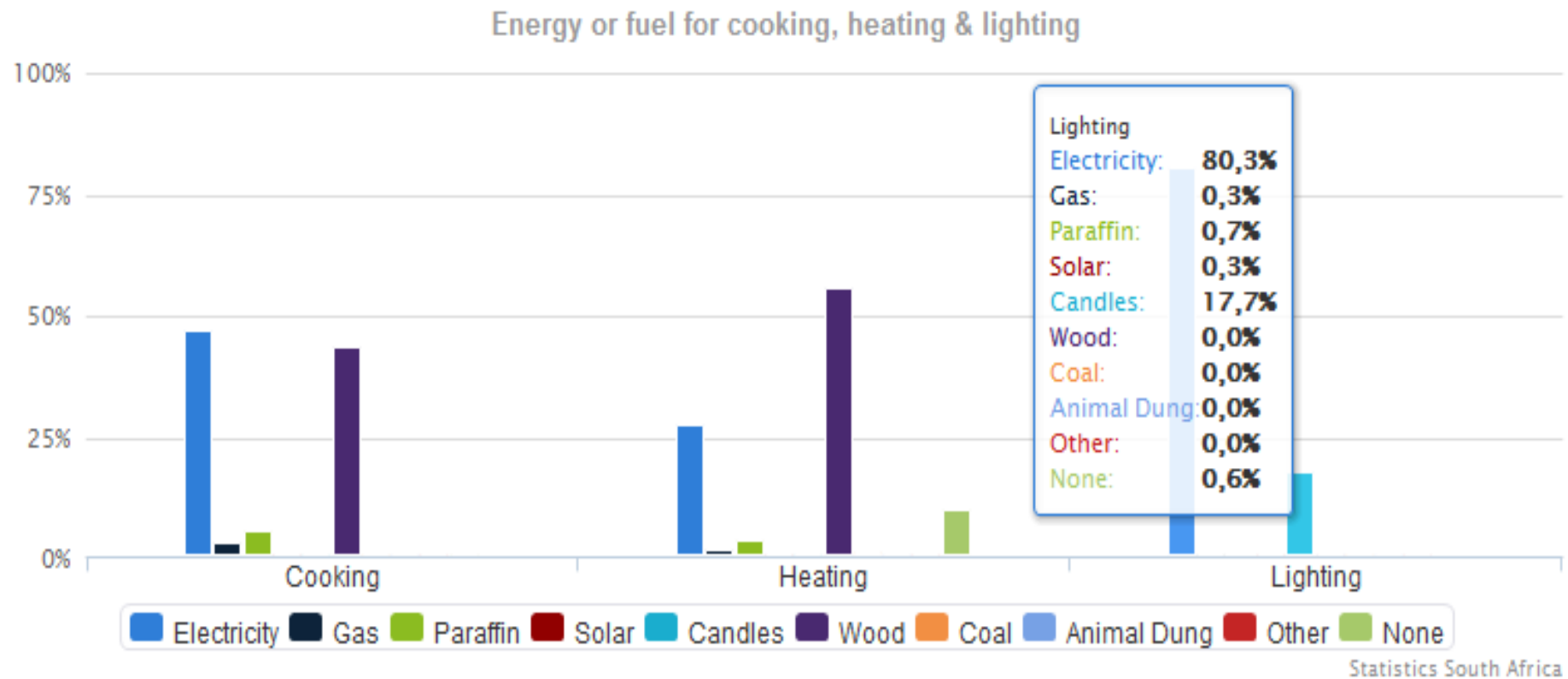


Figure 10: Energy supply



### C.5.5 ACCESS TO COMMUNITY FACILITIES

Umuziwabantu has constructed numerous community halls in its area of jurisdiction, and millions of rands have been invested in the construction of these facilities. Many of our community halls are however underutilised with the exception of the Harding community hall in the CBD area. Furthermore, the municipality has been faced with the challenge of vandalism and poor maintenance with regards to its public facilities. Steps have in the recent year been taken to ensure cleanliness and maintenance of the facilities through utilising participants from the community works program and ward committees to service these centres. Proper maintenance plans are yet to be developed to safe guard these properties. The municipality currently has no management structures in place to oversee and run these facilities.

With the expansion of the municipality and the establishment of the Community services directorate, the organisational structure proposes a facilities management officer and manager to improve the maintenance of public facilities.

In light of access to community facilities, there is one functional and fully fledged community library which was built by the Department of Sports, Arts and Culture. The library is located in Harding in the municipal premises. Given the increasing number of users, it has become evident that more space or extension is required in the future.

It is worth noting that the culture of learning has been instilled in Umuziwabantu, as we see the increase in numbers of new member registrations at the library.





### C.5.5.1 STATUS AND PRIORITY OF FACILITIES

The municipality has shown enormous progress in the provision of community facilities, with the construction of a number of community facilities within the municipal areas. : The Community Services Directorate conducted assessments and inspections of all municipal properties within the Town. These assessments were conducted with the view to develop and enhance municipal maintenance planning. Here below is the list of all inspected buildings:

PROPERTY DESCRIPTION	STATUS	RECOMMENDATION
Municipal Hall and Municipal Offices	Structurally strong and sound. The roof has been recently changed, however leaks still persist.	<ul style="list-style-type: none"> <li>• Painting of internal and external walls.</li> <li>• Redesigning of hall stage.</li> <li>• Changing of doors and lockers.</li> </ul>
Building behind Main municipal office.	Structure is in state of disrepair.	Demolish
Old house at the corner of Turner and Livingstone Street	Building is in a state of disrepair and currently occupied illegally by unknown persons.	Demolish
House on Turner Street (Occupied by accounting officer)	House is structurally sound	<ul style="list-style-type: none"> <li>• Internal and external painting.</li> <li>• Plumbing repairs</li> <li>• Minor roof repairs</li> </ul>
House on corner of Holman and Livingstone street (Occupied by Manager HR)	House is structurally strong and sound	<ul style="list-style-type: none"> <li>• Internal and external painting</li> </ul>
House on corner of Holman and Livingstone	Structure is solid and strong, however is it	<ul style="list-style-type: none"> <li>• Painting</li> <li>• Repair of roof</li> </ul>



Street (Occupied by electricity personnel)	suffers the garage must be demolished.	<ul style="list-style-type: none"> <li>• Repair of plumbing</li> <li>• Garage must be demolished</li> </ul>
House below Harding secondary	House suffers serious roof leaks. Structure is solid and strong.	<ul style="list-style-type: none"> <li>• Painting</li> <li>• Roof repairs</li> </ul>
Municipal Sports Complex, the ablution facilities	Ablution facilities have been vandalised, however structure is solid.	<ul style="list-style-type: none"> <li>• Repair of structure and install security fence as well as place security guard.</li> </ul>
Building at the sport complex	Building is strong and solid	<ul style="list-style-type: none"> <li>• Building must be converted into offices as it boasts with 3 potential offices.</li> </ul>
Old swimming pool	Building is unattended. Swimming pool is filled with contaminated water that poses a health hazard.	<ul style="list-style-type: none"> <li>• Demolish building structure.</li> <li>• Swimming pool must be filled closed off and filled with sand.</li> </ul>
Old workshop next to swimming pool	Structure caught fire and burnt down.	<ul style="list-style-type: none"> <li>• Demolish and construct a new workshop on that site.</li> </ul>
Current workshop	The structure is strong and sound, however is not suitable to accommodate all municipal equipment.	<ul style="list-style-type: none"> <li>• Ablution facility and showers must be changed.</li> <li>• Painting of structure</li> </ul>
Compound behind the workshop	Structure is strong and sound, however there is a	<ul style="list-style-type: none"> <li>• Zink structure must be demolished.</li> </ul>



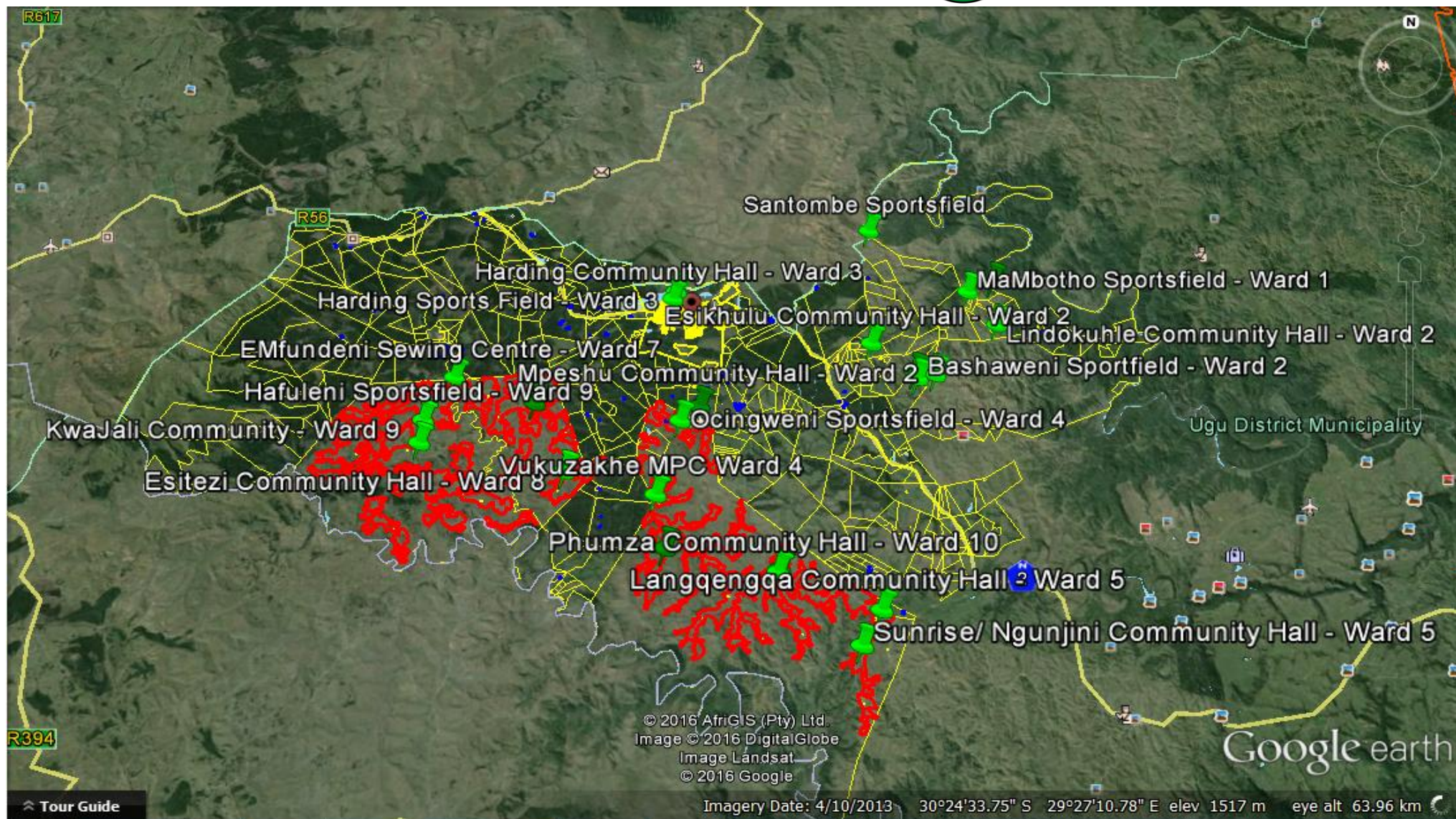
	<p>Zink structure connected to is which possess health risk to staff.</p> <p>There are two structures behind the compound which are in a state of disrepair.</p>	<ul style="list-style-type: none"> <li>• Structures behind the compound must be demolished.</li> <li>• Plumbing needs repair.</li> </ul>
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### Taxi Rank

Harding currently has one taxi rank, which has become too congested and too small for the growing population of Umuziabantu. The Municipality has begun engagements with the Harding taxi association as a platform to allow discussions to precede with regards to the public transportation services. The municipality notes that there is a need for a new and bigger taxi rank which will accommodate the current and future state of the public transport system.







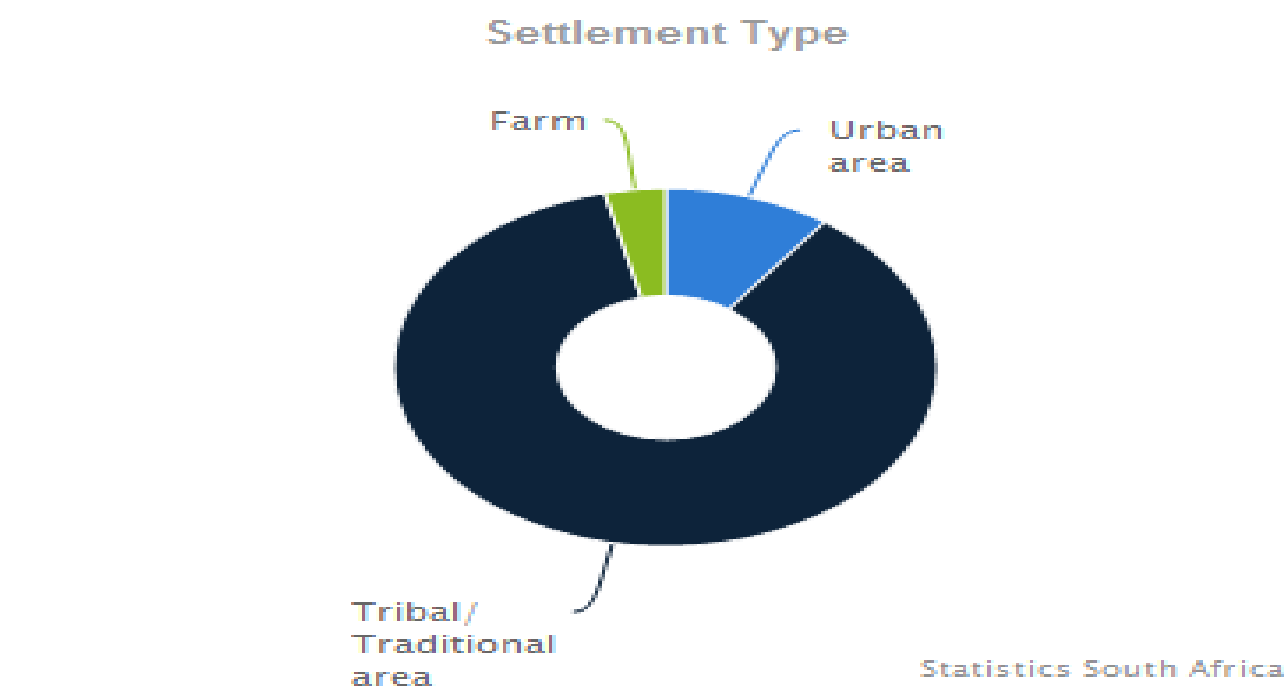


### C.5.6 HUMAN SETTLEMENTS

Like in many rural areas most houses in rural areas of Umuziwabantu are mud houses and they have a low resistance and easily collapse during storms. KwaJali and KwaMachi are areas which are susceptible to hail storms. In December 2014 a total of 4 households collapsed during the storms leaving casualties.

As far as subsidized housing projects are concerned, there are both urban and rural housing projects.

The development of sustainable settlement is one of the methods in which local government can address the socio economic rights of community members, such as security of tenure, availability of services and infrastructure, provision of accessible and affordable housing and location where housing must be in areas which allow easy access to places of work, schooling, healthcare and potential economic opportunities.



**Figure 11: Human settlements**





The Umuziabantu Housing Sector Plan is in line with the Department of Housing guidelines which outlines two primary objectives of the plan which are:

To ensure a strategic approach to housing that ultimately leads to a spatial rationale and sustainable housing development, addresses future growth needs in the area in an appropriate form and generates funds to address needs. To ensure that all housing plans in the Municipal IDP's meet, are of a certain minimum standards and are addressing the priorities of the Department of Housing.

In rural projects, no rural scheme project is underway pending the allocation and plan from Department of Housing. On the urban programme Greenfields is on progress and for Winterton the DFA process has been approved more than 900 people are already occupying these houses.

**The table here below indicates planned low cost housing projects:**

HSP Pg	PROJECT NAME	NO. OF UNITS	PROJECT TYPE	PROJECT STATUS
<b>PG34</b>	Winterton / Mazakhele Phase 3	1071	Greenfields/slum clearance	Planning stage
<b>PG36</b>	Kwa-Fodo Rural Housing	1000	Rural	Complete
<b>PG 38</b>	Bashaweni Rural Housing	1000	Rural	Active
<b>PG 40</b>	Harding: Greenfields	338	Rural	Bond
<b>PG 41</b>	Kwa-Machi & Kwa-Jali Phase 2 Rural housing	7000	Rural	Planning stage
<b>PG 42</b>	KwaMbotho Rural housing	1000	Rural	Active

Source of Information: 2012 Umuziabantu Draft Housing Sector Plan

### Home Builders Registration Council

The National Home Builders Registration Council (NHBC) requires that all new houses be inspected during the building process to ensure that they comply with the relevant Act. There is currently no legal requirement for an inspection of second-hand houses before a sale takes place.

In South Africa there has been a fledgling property inspection industry for about 30 years but most South Africans still don't make use of property inspectors when buying, selling, building or altering a property.

The role of the professional property inspector is to provide common sense, factual answers regarding the actual physical condition of the property. Using his/her training, extensive knowledge and experience, the property inspector will document



all significant observable defects, assess and explain the significance of each defect and, where practical, provide an informed estimate as to the cost of repair

The second-hand home inspection industry in South Africa is small and unregulated at present. Home inspections are sometimes undertaken by under-trained or inexperienced inspectors and there is no standardised operating procedure to ensure quality of service.

The municipality has seen many illegal structures being erected within the CBD and residential areas of Harding. Enforcement of bylaws has been poor on the part of the municipality due to very limited human resource. However, the municipality has appointed a building inspector who is working hand in glove with the town planning unit in identifying and working towards amongst other things enforcing bylaws, educating residence on building regulation and bylaws.

### C.5.7 BASIC SERVICES DELIVERY SWOT ANALYSIS

<p><b><u>STRENGTHS</u></b></p> <ul style="list-style-type: none"> <li>▪ Network tower</li> <li>▪ Viable housing projects</li> <li>▪ Provision of free electricity</li> <li>▪ Draft IWMP in place</li> <li>▪ Housing sector Plan</li> <li>▪ Eradication of illegal connections.</li> <li>▪ Community facilities</li> </ul>	<p><b><u>WEAKNESSES</u></b></p> <ul style="list-style-type: none"> <li>▪ Lack of maintenance and management of community facilities.</li> <li>▪ Lack of infrastructure in respect of Telkom lines</li> <li>▪ Poor road conditions</li> <li>▪ Hail storms</li> <li>▪ Mud houses</li> <li>▪ Cable theft</li> <li>▪ Congested transport system</li> <li>▪ Weakness in managements</li> <li>▪ Lack of enforcement of bylaws</li> </ul>
<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>▪ Improved quality RDP houses.</li> <li>▪ Awareness campaigns of proper usage of electricity</li> <li>▪ </li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>▪ Vandalism of community facilities</li> <li>▪ Non- usage of facilities</li> <li>▪ Houses being destroyed by storms</li> <li>▪ Service delivery protests</li> <li>▪ Cable theft around town (Harding).</li> </ul>



## C.6 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS.

### C.6.1 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development, thus bringing economic benefits and improved quality of life for all residents in a local municipal area.

LED as a program, is intended to maximise the economic potential of the municipality and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. The “local” in economic development points to the fact that the political jurisdiction at a local level is often the most appropriate place for economic intervention as it carries alongside it the accountability and legitimacy of a democratically elected body.

#### **LED provides support in the following areas:**

- Development of a strategy and guidelines on LED and alignment to National and Provincial government imperatives and policies.
- Providing direct and hands-on support to local businesses.
- Management of the Local Economic Development Fund;
- Management and Technical Support to Nodal Economic Development Planning;
- Facilitating coordinating and monitoring of donor programmes, and
- Assisting on LED capacity building processes.

The Umuziwabantu municipality has, like most predominantly rural municipalities in the province and throughout the country, high levels of poverty, unemployment and inadequate economic growth to provide good quality of life to most of its residents. The N2 between Port Shepstone and Kokstad is not much of a corridor, but rather a conduit through the region as very few vehicles stop along the route. Most travellers who travel between the Eastern Cape and Durban use the main road (N2 east and west) which passes alongside Harding. This is a great opportunity (LED) as there are two petrol stations in town and a one stop shop to accommodate these travellers.

#### **C6.1.1 LED Strategy Review**

The current LED Strategy was completed in January 2008 as envisaged in the original IDP. It was adopted by Council to become a legal municipal document and included in the IDP as a sector plan that informs all local based economic development strategies.



The review of the LED strategy is underway, as a service provider has been outsourced to review and update the strategy. It is anticipated that the Draft LED strategy will be adopted and published for public comments by 30 June 2016.

The strategy illustrated that the Umuziwabantu area has high potential for production of maize, wheat and sugar cane, other crops and plantations. People in the community are encouraged to form groups of cooperatives in order to access these opportunities. The municipal council has decided not to renew contracts of expiring lease of lands occupied by former advantaged counterparts, in pursuit of encouraging previously disadvantaged people to use the land in future.

### LED STRATEGIES AND INITIATIVES AS PROPOSED IN THE 2008 LED STRATEGY.

GOALS	STRATEGIES	INITIATIVES / TASKS
G1 Making Umuziwabantu a conducive environment for business development and attractive setting for investors.	1.1 Industrial recruitment and Place Marketing	1.1.1 Awareness campaigns regarding investors. 1.1.2 Cleaning campaigns 1.1.3 Crime & drug abuse
	1.2 Infrastructure development	1.2.1 Irrigation scheme (ward7). 1.2.2 Recycling centre 1.2.3 Water and fire services. 1.2.4 Lower cost power generation methods: solar lighting and wind farm 'enviro-power'. 1.2.5 Middle income housing development (ward3).
G2 Maximizing growth and social development for all people in Umuziwabantu.	2.1 SMME Promotion and business retention and expansion.	2.1.1 SMME database 2.1.2 SMME Support desk 2.1.3 Formalising Informal trading / IT policy. 2.1.4 Umuziwabantu ICT centre 2.1.5 Lobby for and obtain national and provincial government support to upgrade existing infrastructures and to lift the moratorium on restricted areas for





		agricultural plantation
	2.2 Community economic and social development	2.2.1 BEE and woman empowerment campaign 2.2.2 HIV/AIDS awareness campaigns. 2.2.3 Wood manufacturing training college. 2.2.4 Skills development centres.
G3 Broaden the economic base of umuziabantu beyond Manufacturing and Agriculture.	3.1 Agricultural sector growth	2.3.1 Agricultural growing nodes: potential crops and buyers. 2.3.2 Agricultural school in Harding 2.3.3 Community fruit and garden (ward3). 2.3.4 Farmers forum 2.3.5 Maize production and milling cooperatives. 2.3.6 Organic vegetables.
	3.2 Manufacturing & commerce sector growth	3.2.1 Block & brick making 3.2.2 Charcoal making plant (Ward3) 3.3.3 fruit processing (ward9) 3.3.4 Honey production (ward8) 3.3.5 Manufacturing sector plan 3.3.6 Harding shopping mall (ward3) 3.3.7 Transport Hub (truck inn centre with petrol station, refreshment & motor repair services.
	3.3 Timber sector growth	3.3.1 Wood processing factory. 3.3.2 General forestation Trust (Jali / Gun drift)
	3.4 Tourism sector growth	3.4.1 Craft centre (Warding). 3.4.2 Database of tourism operators 3.4.3 Revival of game reserve at South and North banks of Mthamvula



		<p>river.</p> <p>3.4.4 Revival of KwaFodo game reserve.</p> <p>3.4.5 Revival of tourism activities at Harding Dam.</p> <p>3.4.6 Tourism activities: tribal experience and overnight accommodation tourism activities (Ingeli trails, Ward 8 &amp; 9)</p> <p>3.4.7 Tourism signage programme.</p>
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- Stakeholder Participation

As part of the methodology in the development of the 2008 LED strategy, the service provider engaged with a number of stakeholders from the non-government and Government sectors.

The consultation list was as follows:

- Local Municipality
- Community Development Workers
- Sector Departments
- Gijima KZN
- Local Agricultural sector
- Local Manufacturing sector
- South Coast tourism
- Local cooperatives

As part of the review of the LED Strategy, the following stakeholders are being engaged:

- Local Municipality
- Department of agriculture
- UGU South Coast tourism
- Harding Business Chamber
- Harding Treated Timbers



### C6.1.2 Informal Trading

The informal economy is one of the top economic drivers of the local community. The informal trading is currently not regulated as such the municipality is busy developing a plan and policy to ensure control of this sector. The informal trader's forum has been set up and the municipality uses this structure to put in place a regulatory plan which will be accepted by all affected stakeholders.

However this structure is yet to be revived, as it has become dysfunctional. The high influx of traders from neighbouring towns necessitated the need for control measures to be created through the establishment of informal trading policy and bylaws. However, adherence to such is proving unsuccessful due to the lack of proper infrastructure for the Informal economy within Harding.

Below is a table illustrating the current status and challenges of our informal economy:

Area	Status	Interventions
Regulation of municipal bylaws	Informal trader's policy as well as bylaws have been adopted and gazetted. However, there are many transgressions.	Workshop and capacitate informal traders on the municipal bylaws.
Regulation of municipal bylaws	Lack of law enforcement on transgressors.	Liaise with the community services department (Law enforcement).
Trading in areas that are inappropriate and hazardous.	There is currently a huge challenge of traders who erect illegal semi permanent structures all over the CBD area.	The municipality has received an approval for funding to construct new trading stalls.
Informal trader's Association	There is currently no functional association in place which makes it difficult to liaise with informal traders as a municipality.	Fast track the facilitation of election of the informal traders association.



### C6.1.3 Community Work Program

The Community Work Program was initiated by the Second Economy Strategy Project and initiative of the Presidency located in the Trade and Industry Policy Strategies (TIPS), a policy research NGO. Implementation of a pilot programme to test the approach began in 2007 under the auspices of a partnership between the Presidency and the Department of Social Development, who constituted a Steering Committee and provided oversight. As a result of its performance during the pilot phase, the CWP was accepted in 2008 as a new element within the second phase of the EPWP (Expanded Public Works Program).

In 2009, as further lessons from the pilot emerged, it became clear that the CWP could achieve significant scale, and could also contribute to a number of key strategic goals of Government. In his SONA on 3 June 2009, President Jacob Zuma committed Government to 'fast-track' the CWP. The primary objective of the program is to create access to a minimum level of regular and predictable work opportunities for those who need it. Targeting areas of high unemployment, where sustainable alternatives are likely to remain limited for the foreseeable future. In this process, the CWP's purpose is also to achieve the following:

- Provision of an unemployment safety net, recognising that sustainable employment solutions will take time and will reach the most marginalised.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches and
- To Strengthen the economic agency' of people in poor areas, providing work-experience, enhancing dignity and promoting economic inclusion.

The Umuziwabantu Council resolved to adopt the Community Work Program on the 30<sup>th</sup> of May 2012. The program is administered by the Department of Cooperative Governance and Traditional Affairs through an Implementing Agent. A reference Committee has been established and is functional.

Programs which are currently implemented by the CWP participants are:

Cleaning of community facilities	All wards
Cleaning of roads	Ward 3
Community gardens	All wards
Assisting CCG's	All wards
Cleaning in local clinics	All wards



Educational opportunities (skills training)	Wards 7,8 &9
Paining and repair works in schools and crèche's	All wards



#### C.6.1.4 OPERATION SUKUMA SAKHE

The KZN Premiers Operation Sukuma Sakhe was launched in July 2009 as a Provincial Ant-Poverty strategy grounded on the philosophy of an integrated service delivery model. This was to ensure a broad based participation into the programme as well as to strengthen its strategic goals. Operation Sukuma Sakhe is coordinated by the Municipality and Government Departments but driven and LED by beneficiaries. On the 22<sup>nd</sup> of March 2011 the OSS initiative was introduced at Umuziwabantu Municipality. The LTT (local task team) was formed by senior managers from various departments and the Municipal official coordinator. The LTT has facilitated the formation of WTT (Ward Task Teams), activation of war rooms (identification of ward venues where services will be rendered), in all wards, role cadres (CCG's, CDW's youth ambassadors etc.) in conducting household profiling. The LTT facilitates and coordinates the rolling out of Operation Sukuma Sakhe to all Umuziwabantu wards.

#### C6.1.5 LED UNIT CAPACITY

The LED unit currently has one LED officer, who reports to the Manager Strategic Planning. The unit is situated within the office of the Municipal manager. However, the organisation structure which was adopted by Council in December 2014 has placed the unit in the Planning and Development Directorate and will be managed by the manager LED. Until such time that the Planning Directorate is established and fully functional, the LED officer will report to the Manager strategic planning.

Due to the towering work load, the LED unit is unable to function to its full capacity as there is only one officer who does all the LED work. This has resulted in the poor performance of some tasks and responsibilities within the unit. There is a huge backlog in areas such as:

- Managing the Informal economy
- Managing business licensing
- Identification of illegal structures erected by vendors etc.

#### C.6.2 EMPLOYMENT AND INCOME LEVELS

##### Household Income

Household income is one of the most important determinants of poverty levels in the municipal area. The ability to meet basic needs is largely determined by the level of income earned by the households. Poverty is often defined as the lack of resources to meet the basic needs.



Here below is the individual monthly income based on census 2001.

Persons	2001		Persons	2011
None	9369		None	2806
R1 – 400	453		R 1 – R4800	1369
R401 – 800	1104		R4801 – R9600	2843
R801 – 1600	78		R 9601 – R19600	5794
R1601 – 3200	63		R 19601 – R38200	5067
R3201 – 6400	33		R 38201 – R 76400	1819
R6401 – 12800	12		R 76401 – R 153800	871
R12801 – 25600	3		R 153801 – R 307600	630
R25601 – 51200	0		R 307601 – R 614400	336
R51201 – 102400	3		R 614001 – R1 228 800	26
R102401 – 204800	3		R 1228 801 – R2 457 600	36
Over R204801	0		R 2 457 601 or more	21





### C.6.3 MAIN ECONOMIC CONTRIBUTORS

Location of formal employment opportunities in Umuziwabantu.

SECTOR	Umuziwabantu	Ugu
Number of Formal Employment Opportunities in Ugu (2004)	6,176	67,926
<b>Percentage per Sector:</b>		
Agriculture, forestry and fishing	20.8	18.1
Mining	0.4	0.6
Manufacturing	14.4	12.1
Electricity & water	0.1	0.6
Construction	4.8	4.6
Wholesale & retail trade; catering and accommodation	14.2	15.9
Transport & communication	1.5	1.7
Finance and business services	5.1	9.3
Community, social and other personal services	19.2	20.4
General government services	19.5	16.7

**Source: Ugu LED Strategy (2007)**



The above table sourced from UGu LED strategy indicates that only 6 176 formal employment opportunities existed at Umuziwabantu. This shows a decline in the number of people who are employed if compared with 2001 statistics, which is not good at all as it puts pressure on the government grants and the few that are employed.

One of the biggest contributors to this decline has been the poor performance of Hans-Marensky group, one of the biggest timber processing firms in the country employing thousands in the Umuziwabantu area. In the last few years this firm laid off hundreds of its workforce. The table also indicates that the sector that employs the biggest number of people is forestry at 20.8, followed by government at 19.5. The Living Standards Assessment indicated that 60% of the total numbers of the employed are unskilled labourers. This can be attributed to the low level of skills and a shortage of entrepreneurial skills to create more jobs. This also means that most of the raw material processed leaves the area unprocessed, if that was not the case the market would have had more skilled labour force.

### **Economic Resource Profile**

The main economic activity in the Umuziwabantu Municipality is farming, subsistence farming and retail businesses. The retail business which is the core of Harding town is showing very slow growth.

### **Agriculture**

In the agricultural sector, there is a marked division between the commercial sector (first economy) and the subsistence sector (subsistence agriculture). Furthermore, the commercial sector involves both primary production and agro-processing activities.

### **Agricultural strategies**

Agricultural strategies will focus on the need to establish on training and human development programme, which will focus on small-scale agricultural development, appropriate technology, marketing and business skills. The following provides strategies that relate to agriculture:

#### **Increase opportunities for commercial farming**

In areas of good agricultural potential, given the variability of conditions, it is recommended that commercial farming enterprises occur primarily on a small-scale, intensive basis.

This activity will provide a greater number of opportunities for small-scale and emergent farmers and will promote the most productive use of the natural resource base in designated areas.



### **Promote sustainable subsistence farming**

By increasing the number of community gardens to ensure food security among poorer households. Food security is a key issue for the local municipality to attend to poverty alleviation.

### **Provide necessary training for basic agricultural skills**

By teaching local youth of applicable agricultural skills so as to be able to create jobs opportunities and contributes towards local economic development.

### **Increase opportunities for Agric-industry**

To create further economic opportunities for residents, and to strengthen the inherent advantages of the area for the growth of this sector, the twin location advantages of excellent transport linkages and extensive vacant and underdeveloped land create opportunities for increased agric-industrial activity in the area.

### **Timber**

Forestry is an important crop serving the furniture and pulp industries. Large commercial plantations are located mainly in the high rainfall areas near Harding. Timber is grown for hardwoods (for poles, pulp and bark – wattle and gum), and softwood (for logs - pine). Small and medium scale growers focus on hardwood for pulp production.

The Ugu Agricultural sector plan indicted that there are various growers that are involved in Umuziwabantu Municipality and they can be summarized as private farmers (Harding), Mondi (Harding), Sappi Forests (Harding), Masonite (Harding) and NCT Forestry Co-op (Harding). Sappi and Mondi have promoted small-scale growers with access to communal traditional land but the long time period between planting and harvesting means that the benefits are not readily evident.

### **Subsistence Agriculture**

With the exception of small scale maize growing, limited small-scale woodlots, the traditional authority areas are generally characterised by subsistence agriculture. This comprises livestock raising (mainly cattle, goats and household chickens), dry land cropping and homestead gardening. Many rural people have multiple livelihood strategies. They are involved in a range of agricultural activities but also rely largely on social grants (pension and child support grants), salaries and remittance.

Inland, the density of housing is reduced and grazing land is more available for livestock. While livestock keeping is not primarily for commercial purposes, livestock do play important roles in rural communities. While generating some cash through



sales in time of need, they are also a source of food (eggs, meat and milk), draught power for ploughing and a range of social benefits (e.g. *lobolo*).

### **KZN Department of Economic Development - GIJIMA Fund**

The list below summarizes some of the projects that have received funding through the Gijima Programme.

Port Shepstone – Ugu Market Depot System - Capacitate emerging rural farmers by linking them with the Ugu Fresh Produce Market Development – create infrastructure including bulk bins, forklifts and refrigeration (as a pilot collection depot is proposed to be established –one at Umuziwabantu). The LED Strategy and SMME Development.

## **Manufacturing**

### **Agric-processing**

According to the Ugu Agric Sector Plan 2007, this sector is well-developed in Umuziwabantu most notable various timber mills and processing plants primarily in the areas around Harding. High employment numbers in these sectors stresses the importance of the sector for Umuziwabantu. It's also anticipated that Hans Merensky will be expanding its plant in the next 5 years, the expansion will contribute positively to the economy of the municipality.

### **Timber and Timber Products**

This sector covers a whole range of activities from logging and stripping to sawing and finally the manufacture of items such as construction materials (doors, window frames and others), furniture and other household items. There is however, a lot that still needs to be done for timber beneficiation before it leaves the region.

## **Trade and Commerce**

This provides an overview of the economy for Umuziwabantu municipality. It is evident that the trade and commerce sector contributes a significant portion of the overall economy in the municipalities. It accounts for around 50% of GDP in the

Umuziwabantu municipality as stated in the Ugu Trade and Commerce sector plan.

**Table: Gross Geographic Product Profile of Umuziwabantu Municipality Economy (GDP, 2004).**



Sector	Umuziwabantu
Agriculture	20.12
Mining	0.66
Manufacturing	19.30
Electricity and water	0.19
Construction	2.53
Transport and communication	6.71
Trade; catering and accommodation	17.67
Finance and business services	4.93
Community, social and other personal services	9.59
General government services	18.31
Total	100

Source: Quantec Easydata

## Competitiveness

The information provided in the above tables is by no means exhaustive as various factors impact on the profitability of businesses and industries. Amongst others, competition is influenced by the following:

**Factor endowments** – the availability of resources and their level of development.

Distance to markets – transport costs has a huge impact on unprocessed primary products such as timber, mining and other agricultural products. .

**Infrastructure** – poor infrastructure impacts negatively on the profitability and viability of industries. Provision of roads and electricity and other specific infrastructure requirements are critical for the survival and growth of existing industries and growth of new ones. Within this context government action can play a strategic role in mitigating these costs.

- Rivalry of competition – competition may facilitate or inhibit the emergence of new industries. The shortage of timber supplies and scramble for new forestry resources is a good thing for economies such as Umuziwabantu. This makes it because of easy access to markets and available support and



partnerships from established forestry companies such as Mondi, SAPPI, NCT and Hans Merensky.

- Government Action – by developing appropriate support strategies for industry to invest in depressed local economies such as Umuziwabantu new businesses can emerge. Through incentives, appropriate by-laws and other support mechanisms government can play a positive or negative role in attracting new investments and the expansion of existing ones.

## A.2 COMPARATIVE ADVANTAGE AND ECONOMIC PROFILE

### A.2.1 Location

Umuziwabantu Local Municipality provides an attractive reference point and essential socio- economic amenities and facilities to its inhabitants. It's in close proximity to the Eastern Cape Province which gives the municipality an opportunity to expand its sphere of influence in terms of attracting trade and bigger thresholds for both service provision and economic development.

### A.2.2 Linkages

The spine road (N2) connects Umuziwabantu Municipality with Ezingoleni and Port Shepstone on the east and the Eastern Cape on the south east; connected to the N2 is the R56 road which passes through UMzimkhulu; Ixopo and ultimately Pietermaritzburg. P58 on the eastern side link the municipality to the Eastern Cape Province. These linkages provide a good connectivity network both for general travel and trade.

## A.3 Key Economic Sectors

The agricultural and manufacturing sectors are key sectors for employment and in terms of economic contribution to GGP. These sectors are discussed in more detail below:





### A.3.1 Agriculture

The agricultural sector in Umuziwabantu is characterised by two main types of agriculture, being subsistence agriculture in the traditional community areas and the commercial agriculture and forestry.

#### Subsistence Farming

Subsistence farming refers to farming activity - including the raising of livestock and growing of crops - undertaken primarily as part of a household's survival strategy and before any consideration for participation in the cash market. Subsistence agriculture takes place on community land. Commonly planting crops are maize, cabbage, spinach, tomatoes, carrots, onions, poultry and amadumbe. 2011 Census data indicates that poultry raising is the most common activity for agricultural households in the municipality, while **42.8%** of agricultural households are *only* involved in farming that is focused on the raising of animals. This is greater than the number of households involved in mixed farming activity (35.6%) and households involved purely in crops (20.3%) (Census, 2011).

This sector experiences significant challenges related to soil quality, water availability, and environmental degradation resulting from poor management practices. The majority of subsistence farms in Umuziwabantu are undertaken by women. Access to markets remains a major challenge for subsistent farmers (Urban Econ, 2008).

#### Commercial Agriculture

Commercial farming in Umuziwabantu primarily involves cane farming, located in the lower areas in the eastern portions of the municipality, and forest plantations concentrated primarily to the west of the municipality. Some limited vegetable cultivation also takes place commercially within the municipality. Commercial forestry is the most significant agricultural activity by area of land covered and covers about **27%** of the municipal area. The commercial timber industry within Umuziwabantu is dominated by the Hans Merensky timber plantation and sawmilling operations located in Weza.

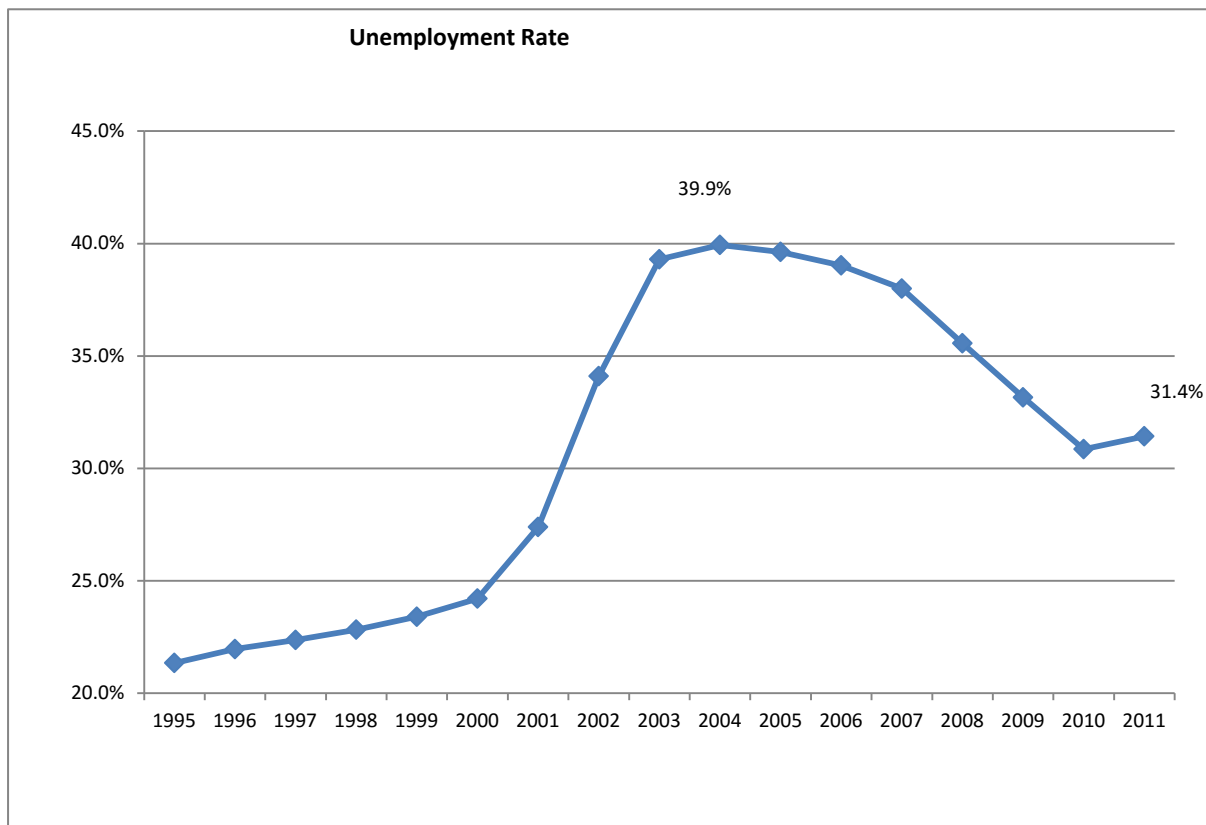
#### Manufacturing

Manufacturing is the most significant contributor to the GGP in the municipality. Timber processing remains the most significant component and is centred on the Hans Merensky operations in Weza. Other manufacturing activity remains small scale and includes honey production and brick and block making (Urban Econ, 2008).

### A.3.2 Unemployment

The figure below shows the unemployment rate (According to the broad definition) in Umuziwabantu LM, between 1995 and 2011.

Unemployment in the area steadily increased between 2001 and 2004, peaking at 39.9% in 2004. Where after, unemployment steadily decreased, stabilising in 2010 at approximately 31%.



**Figure 1: Unemployment rate**

The key employment sectors during have been Agriculture, Forestry and Fishing, followed by the Wholesale and Retail sector and thirdly the Manufacturing sector. In 2011 the above changed with the Government sector being the major employer in the municipality, followed by the Manufacturing sector and Wholesale and Retail.

(Data Sources: SDF status quo report)



## C.6.4 SMME DEVELOPMENT

One of the municipality's core functions is to create conducive environment for local economic development in the area. The municipality has invested over R1.5 million in the development of SMME's over the past four year, and continues to provide assistance such as:

- Provision of machinery
- Aid in development of business plans
- Provision infrastructures (as per requests)
- Capacity building workshops for SMME's and Coops

The list below illustrates local SMME's and Cooperatives which have received aid from the Municipality.

2012/13		2013/14		2014/15	
Name	Location	Name	Location	Name	Location
Masibumbane Co-op	Ward 1	MDB Co-op	Ward 5	Zakhele project	Ward 10
Skhiphindlala Co-op	Ward 4	Phuthumani Co-op	Ward 8	Silambile Co-op	Ward 7
Nciya Co-op	Ward 2	SSKG Construction	Ward 10	Weave / Leather production	All
Sizimisele Co-op	Ward 9	Malandela Co-op	Ward 1	KwaMazakhele Co-op	Ward 3
Makhosini Cooperative	Ward 1	Khomasi footwear	Ward 6	Walal wasala	Ward 8
		Vikindlala Co-op	Ward 6		

Through applications for assistance, walk-ins and assessments, the LED unit has identified the following prospective projects which are in need of assistance.

Name of Co-operative	Production type	Location	Ward
Vikindlala Cooperate	Agricultural	Mthentu	06
Sangweni Project	Agricultural	Phumza	10
Dinangwe women's project	Agricultural	Mbangweni	05
Esethembiso Cooperative	Agricultural	Bhidla	02
Siyalima & poultry club	Agricultural	Ikhwezi	08
Isixaxa Disabled group	Detergents	Mbangweni	05
Nhloko yenkomo Maize project	Agricultural	KwaMachi	10
Phumelelani Cooperative	Agricultural	Bozane	01
Zizamele project	Agricultural	Mount Nebo	02
IsiVuno Cooperative	Agricultural	KwaJali	07
Umbonwa Irrigation	Agricultural	KwaMachi	04



scheme			
Zizamele project	Agricultural	KwaMbotho / Mount Nebo	02

## C.6.5 PRIVATE SECTOR DEVELOPMENT

### C.6.5.1 Harding Shopping Mall (The Harding Corner)

The Local Economy of Umuziwabantu has seen a great boost with the establishment of the Harding corner (shopping mall). The investment injected in the establishment of the mall has contributed immensely to the municipal revenue base and has created many employment opportunities to the local community.

It is anticipated that as part of the development a third petrol filling station will be established. The town will subsequently see more travellers and the demand for accommodation is also likely to rise (opportunity).

### C.6.5.2 Upgrade of Harding Spar

The development of Harding has seen Harding Spar upgrade to super spar. This upgrade has brought about more employment opportunities for the people of Harding. The super spar has constructed a new parking area for customers and other infrastructure improvements are currently being done to facelift the supermarket.

### C.6.5.3 Ithala Centre renovations

As part of the development within the Umuziwabantu Municipality, is the renovations and upgrade of the Ithala Centre which is located next to the taxi rank. Businesses with the Ithala Centre such as PEP stores, Rhino cash and carry and many others will be preparing to see their place of trade transformed to a much improved state of appearance. The value of the investment of this upgrade is at an estimated cost of R15million.



## C.6.6 Social Cohesion

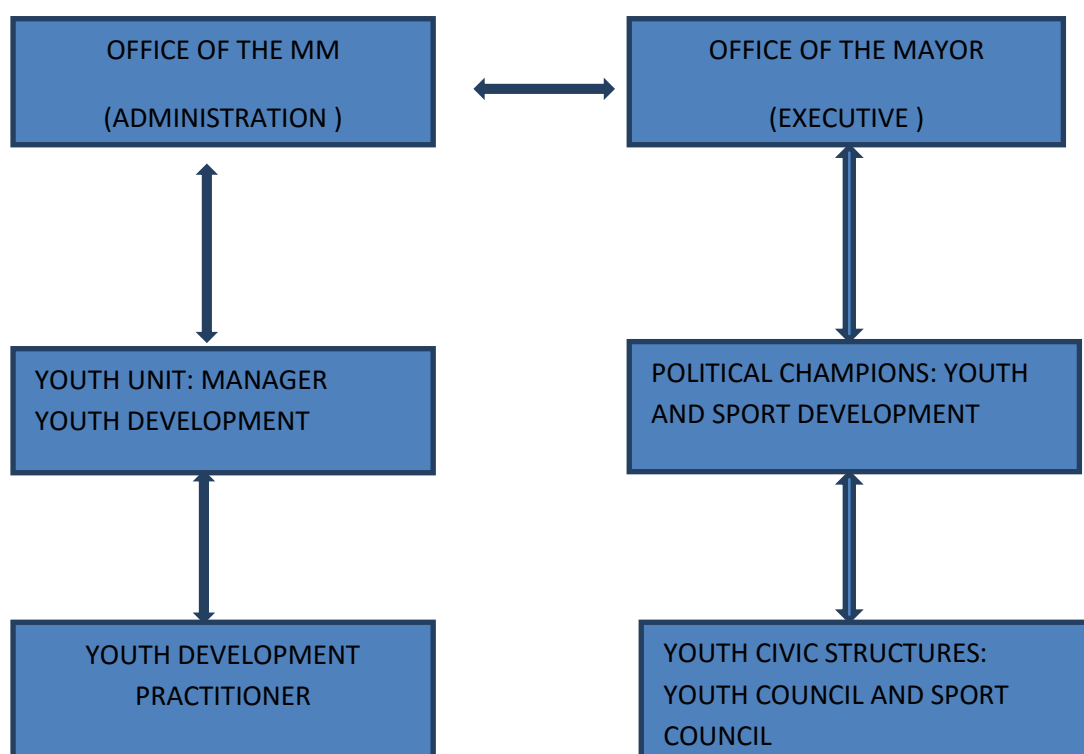
### C.6.6.1 Youth Development

The Umuziwabantu Youth Development Unit was established in 2008 by Umuziwabantu Council mandated by the National Youth Development Agency (NYDA) Act No. 58 of 2008. The fundamental objective of the establishing of the unit was to champion the socio-economic interest of the young people within the jurisdiction of Umuziwabantu local municipality. The unit thus is responsible to identify socio-economic challenges affecting young people and come with possible remedies, thus creating an enabling environment for youth development.

#### Institutional structure of the youth development unit

The Unit is located in the Office of the Municipal Manager for administratively purpose and executively located in the office of the mayor. Thus, the office report direct to the accounting officer, with two officials responsible for daily activities of the office.

The administrative side of the unit comprise of the Manager: Youth Development and Youth Development Practitioner with a recently proposed position of the Sport Officer. The executive side of the unit consist of two political champions which are Youth Development Champion and Sport Development Champion who report direct to the Council and are full time members of the Council. The office also adhere to the principles enacted on the NYDA Act No. 58 of 2008 and Chapter four of Structures Act which emphasis the participatory democracy. Thus, two Youth structures are in place to encourage the participation of youth people in the matters of governance which are Youth Council and Sport Council. Below is the institutional structure of the office.





## Administrative unit



The Unit is located in the Office of the Municipal Manager

TITLE	NAME	SURNAME	POSITION
Mr.	S.D	Mbhele	Municipal Manager
Mr.	M.	Mbotho	Youth Manager
Mr.	S.N	Zungu	Youth Dev. Practitioner
Vacant	N/A	N/A	Sport Officer

## EXECUTIVE WING OF THE UNIT

The unit is located in the office of the Mayor with two political champions

TITLE	NAME	SURNAME	POSITION
Councillor	D.	Nciki	Mayor
Councillor	D.S	Dlamini	Champion: Youth Dev
Councillor	H.T	Chiliza	Champion: Sport Dev.

## YOUTH DEVELOPMENT STRUCTURES

### INTERIM SPORT COUNCIL

NAME	SURNAME	POSITION	WARD
Horse	Setela	Chairperson	03
Zandile	Mbewane	Deputy Chairperson	07
Jabulani	Machi	Secretary	05
Mafiki	Mtolo	D. Secretary	03
<b>ADDITIONAL MEMBERS</b>			
Mthobisi	Mkhize	Additional Member	01





Khulekani	Mbotho		02
Mawethu	Gwija		09
Zwelethu	Mbotho		04
Sambulo	Chala		06
Nkosiphendule	Sigwebela		08
Mpumelelo	Mteshane		10

## YOUTH COUNCIL

NAME	SURNAME	POSITION	WARD
Mafiki	Mtolo	Chairperson	03
Basil	Ntlokwana	D. Chairperson	08
Lungi	Gavu	Secretary	10
Riana	Ndonyela	Deputy Secretary	09
Nobahle	Shomela	Treasurer	07
<b>ADDITIONAL MEMBERS</b>			
Nobuhle	Njiyela	Additional Member	02
Zazi	Kheswa	Additional Member	01
Nomfanelo	Mjaja	Additional Member	05
Nobahle	Cwele	Additional Member	04
Khulekani	Ntunzela	Additional Member	06

## CHALLENGES FACING YOUNG PEOPLE

Since our municipality is 90% rural, various challenges affect young people. These challenges are socio-economic and cultural related and have a huge negative impact in youth development. Since the office was established number of socio-economic challenges had been identified which are:



- High rate of Youth unemployment
- Lack of economic opportunities for young people (economic inactive youth)
- High rate of drug and substance abuse among young people both in-school and out of school youth.
- High rate of teenage pregnancy.
- High rate of pupil drop out in secondary education.
- High rate of young people with secondary education only, then by not have enough skills to be hired in a job market.
- Most of the young people are involved in criminal activities.
- Lack of access to tertiary education and skills colleges.
- School violence as a result of factional fighting's and cultural related ceremonies based on manhood and womanhood (amaguburha)
- Forced marriages and abductions (ukuthwala)

### **MUNICIPAL INTERVENTION AND PROGRAMMES IN PLACE FOR THE PAST FIVE YEARS 2010-2015**

A number of activities and programmes had been implemented to deal / curb with this socio-economic stigmas. The programmes which are currently running are as a result of youth consultative sessions which include Youth Summits, Community IDP Roadshows (izimbizo) and Community inputs in government implemented consultative sessions. The programmes which are in place to address these challenges are:

- Provision of school uniforms to primary and secondary learners in every financial year.
- Provision of Tertiary Registration fees to need potential students.
- Drug and Substance abuse awareness campaigns.
- Career exhibition and school visitation programmes.
- Annual Mayoral Cup tournament
- Youth Entrepreneur skills development workshop.
- Forty (40) peer educators had been trained to deal with peer pressure.
- Assisting young people to form clubs and non-profit organisations and how to access funding (Harding Youth Society).

Formation of youth structures from ward level to municipal level with an aim of discussing and recommending programmes to deal with socio-economic related issues.



### C.6.6.2 Health Services

Umuziwabantu Municipality currently has one hospital, St Andrews Hospital; nine permanent clinics, and 3 mobile clinics.

There are two newly constructed clinics at KwaMbotho and Santombe (KwaFodo), with an additional cross border clinic (because of its location in both jurisdictions of Umuziwabantu and Izingoleni municipalities), the Koneke Clinic. Weza clinic which was built in partnership with private company is subject to review of the contract between the owners and stakeholders. Given the population of Umuziwabantu this number of health service points is not sufficient; due to the big influx of patients of the neighbouring villages e.g. Umzimkhulu to the health service centres in town also adding strain to the services is the neighbouring province Eastern Cape Bizana in particular

Below are some of the projects and programmes which are currently being rolled out by the Department of health.

#### St. Andrews IDP / Capital projects:

Fencing of parking area for Govt. vehicle	R99356.70
Revamping Male and female ward ablution facilities(changed doors to aluminium, new ceiling, and cleaned floor tiling)	R55413.85
Upgraded fencing in and around the hospital	R59650.00
Changed the heating system in female ward to heat pump	R46715.06
Renovated doctors' rooms and changed doors in pharmacy to aluminium	R14044.808''''''''''''''''
Installed vinyl sheeting in Nurses' residence	R99356.70

#### St. Andrews operational projects:

- HIV/AIDS management programme and awareness campaigns ( Condom distribution).
- Mother and child programme
- Male medical circumcision outreach programmes



- Phila Mtwana centres
- TB awareness campaigns.

#### PRIMARY HEALTH:

The Phila Mtwana centres were established by the Department of Health as a means to overcome the devastating cases of child deaths. The main objectives of the Phila Mtwana Centres are to curb the scourge of Malnutrition, and to encourage immunisation of young children.

The table above lists all the operating Phila Mtwana Centres within Umuziwabantu jurisdiction

WARDS	CENTER	CLINIC LINKED TO
2	Mpeshu	Meadow Sweets
4	Nobantu	Pisgah
5	Ubuntabande	Elim
6	Ntlanza Bakery	Pisgah
7	Sowing center hall	Weza
8	OSS Office	Mbonwa
9	Bhudlu	KwaJali clinic
10	Bakery	Xhamini

Source: KZN Department of health – Harding PHC report

#### Services offered in all primary health clinics

- 2 School Health Teams based: KwaJali and Elim Clinics.
- 2 Tracing Team – tracing clients that default taking their monthly medication.
- 1 Multi Drug Resistant TB injection Team (MDR) Team – outreach team to households giving injections to MDR patients on daily injections that are weak to go to the nearest clinic or far away from the clinic to ensure that they do not miss their treatments.

#### UMUZIWABANTU CLINICS



WARDS	NAME OF CLINICS	HOURS OF OPERATION
01	<ul style="list-style-type: none"> <li>Santombe</li> <li>Mbotho</li> </ul>	8 hours, 6 days per week
02	<ul style="list-style-type: none"> <li>Meadow Sweet</li> </ul>	8 hours, 6 days per week
03	<ul style="list-style-type: none"> <li>Harding PHC</li> <li>Gateway</li> </ul>	
04	<ul style="list-style-type: none"> <li>Pisgah</li> </ul>	8 hours, 6 days per week
05	<ul style="list-style-type: none"> <li>Elim</li> </ul>	24hours, 7 days per week
06	<i>None – serviced by Mobile, Xhamini and Pisgah Clinics</i>	
07	<ul style="list-style-type: none"> <li>Weza</li> </ul>	8 hours, 5 days a week
08	<ul style="list-style-type: none"> <li>Mbonwa</li> </ul>	8 hours, 6 days a week
09	<ul style="list-style-type: none"> <li>Kwajali</li> </ul>	8 hours, 7 days a week.
10	<ul style="list-style-type: none"> <li>Xhamini</li> </ul>	8 hours, 6 days a week
<b>3 Mobile Clinics</b>		

Source: KZN Department of health – Harding PHC report

### C.6.6.3 Special Programs

The Municipality currently has an operation special programs unit. The units is Managed by the Manager: Special Programs with the assistance of the newly appointed special programs clerk.

Like the Youth Development office, the Special Programs Unit is located under the Office of the Municipal Manger. The unit currently comprises of 3 persons who are, the Manager special programs, SP clerk and CLO.

The main functions of the special programs unit are:

- Facilitating elderly programs – senior citizens
- Facilitating women's programs – Gender
- Facilitating children's programs – Rights of a child
- Facilitation of HIV and AIDS programs
- Facilitation and management of OSS (Operation Sukuma Sakhe).



Below are some of the highlights achieved by the special programmes unit during the current term of Council.

- Success launching of all Special Programmes forums in all wards
- Establishment and Launching of war rooms in all wards
- 8 gold medals in National Golden games
- 5 golden trophies at Provincial Golden Games
- Special Programmes Manager's appointment by the Office of the premier to be Provincial Golden Games coach
- Special Programmes Manager's appointment by the Office of the premier to be Provincial OSS facilitator
- Establishment of Wards AIDS committees in all Umuziwabantu Wards.
- Assisting Hafuleni High School increasing from 34 % in 2012 to 78% pass rate in 2013 through learners support programmes

#### C.6.6.4 Safety and Security

##### ▪ South African Police Services

There is currently one police station in the whole of Umuziwabantu jurisdiction, which is situated in town. The entire community is depending on this police station's services. In pursuit to reduce crime, the establishment of Community Police Forums (CPF) and emergency zoning of villages need to be an area of focus.

The Community Justice programme must be structured and strengthened to resolve on small cases. In addition to the inadequacy of this service, the existing Police Station lack equipment and vehicles. The municipality within the ensuing financial year will be engaging the Provincial Department of Safety Liaison and the Police Commissioner regarding the possibility to improving accessibility of this service in terms of building new police stations, equipping the existing ones and strengthening of partnership especially in terms of sharing the available resources.

The lack of or shortage of safety and security services, leads to community confusion whereby other communities e.g. Ward 5 are serviced by Ezinqoleni police station.

It was strongly felt by almost all stakeholders that decentralization of social services operations to MPCCs will be an answer to their problems. This is in line with the new thinking of the municipality to move away from provision of community halls into building multi-purpose facilities which in terms of this plan the South African Police Service could access space from such facilities.

#### Umuziwabantu Traffic Service Department





The municipality has one traffic services department whose main mandate is to manage the following:

- I. Learner and driver licensing processes
- II. Roads and traffic laws
- III. Bylaws law enforcement

This department currently does not have an adopted safety plan in place

#### C.6.6.5 Education

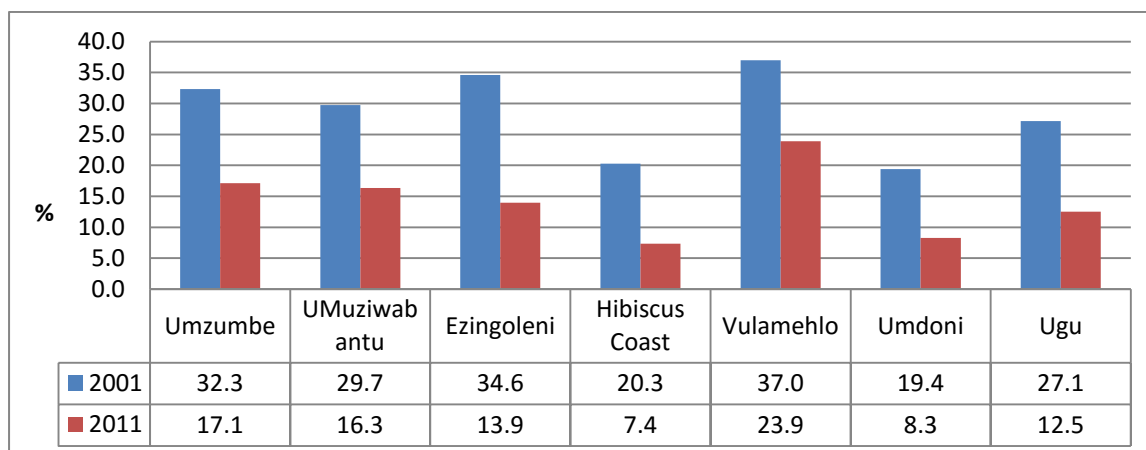
Access to educational opportunities is a human right. This is why Goal 2 of the Millennium Development Goals(MDGs) aims to achieve universal primary education and ensure that by 2015, children everywhere, boys and girls alike, will be able to enrol and complete a full course of primary schooling. Quality education encourages technology shifts and innovation that are necessary to solve present-day challenges.

This chapter focuses on school attendance and educational attainment in 2008, 2009, 2010, 2011 and 2012. A comparative overview of educational attainment and attendance by contributory factors such as population group, age group, sex and province are examined. The statistics of 2001 estimated that 35.8% of Umuziwabantu population was attending schools and that less than 8% of the population had completed grade 12. The Standard of Living Assessment Survey estimated that 58% of this number travel on foot to school with 10% of these taking more than an hour to get to school. There is only one library in the municipality located in municipal offices in town. Needless to say that one small library cannot cope with more than 33 000 learners. Access to libraries is still the privilege of the few that resides in town or can afford to travel to town access the services.

Umuziwabantu currently has 60 schools. 45 of these are primary schools and 15 secondary schools. One is a special school catering for children living with disabilities. The overall Provincial achievement rate for 2012 is 73.1. In terms of the pass rate, the KwaZulu Natal Department of Education is demonstrating an increasing trend since the first NSC examination in 2008. The Province has shown an improving performance by more than 14% since 2008, reaching a historical mark of 73.1% in 2012. This is an increase of 5% compared to 2011.



2016/2017



Percentage of the population aged 20 and above in each Local Municipality with the UGU district with no education. [Source of information: Census KZN 2011 Municipal report No. 03-01-53](#)

The department of education has prioritised the establishment / construction of ECD (early childhood development) class rooms in schools. The table below illustrates Infrastructure projects which have been prioritised in Umuziwabantu.

Ward	School Name	Scope of Work	Implementing agent
1	Ekhuza P	1 ECD classroom and a block of 4 toilets	COEGA
1	Ghabhamanzi P	1 ECD classroom, toilet block, fencing & Jungle gym	IDT
1	Umzokhanyayo P	Painting & repairs (door, frames, windows, roof and ceiling).	IDT
1	Mbambuya P	1 ECD classroom and block of 4 toilets.	COEGA
1	Sibutha S	Admin block, 4 store room, 1 multipurpose, 3 class rooms, 1 computer room,	COEGA



		1 media centre, 2 physical labs, 1 garden store, 14 girls toilets, 13 boys toilets, 1 disabled toilet.	
2	Emaweleni P	1 ECD class room, block of 4 toilets.	COEGA
2	Ekuzameni P	1 ECD class room, block of toilets, jungle gyme and fencing.	COEGA
2	Marshmount P	Construction of support centre and repairs, renovation & upgrade.	COEGA
2	Mkhandi P	10 seats	
2	Siyephu P	9 seats	
3	Harding P	Replacement of septic tank	DOPW district
3	Harding P	Admin block, 4 store room, 1 counselling unit, 3 multi purpose, 25 classrooms, 1 computer room, 2 physical lab, 1 garden store, 1 SNP kitchen, 14 girls toilets, 13 boys toilets, 1 disabled toilet.	IDT
4	Emjalisweni P	17 seats	
4	Siyaphambili	Flooring repairs	DOPW
5	Mvuyo LP	3 ECD classrooms, block of 4 toilets.	COEGA
5	Mzukela P	23 seats	
6	Mjika P	25 seats	
6	Inkanyezi KaMachi P	Double story building, 1 computer room, 1 media centre, 2 store rooms, 1	IDT



		work room, 1 server, 5 standard classrooms, 3 HOD offices, 1 waiting room, 1 interview room, 3 teachers work room, 3 grade R classrooms, Admin block.	
8	ST Theresa P	2 ECD class rooms and a block of 4 toilets	
9	Incabhela P	Minor repairs and renovations	DOPW
10	Enyandeni P	2 ECD classrooms, fencing, jungle gym and block of toilets. And 13 seats	IDT
10	Maqakala P	1 ECD classroom and block of 4 toilets	COEGA



## C.6.6.6 SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA) STATISTICS

The South African Social Security Agency offices are currently located in the Harding CBD area, next to the taxi rank and Harding clinic. These offices are shared with the Social development department. These government departments are currently working under dreadful conditions as there is no proper infrastructure to accommodate them. The following challenges hinder with service delivery:

Challenges	Proposed Interventions	Responsible Departments
No offices, currently utilising park homes.	Identification of land, leasing out and construction of Government Department offices.	SASSA, DSD, Municipality

The following table illustrates the budget expenditure of the SASSA:

GRANT TYPE	BENEFICIARIES	CHILDREN	AMOUNT
Old Age	4499		6043537
Old Age (75years +)	1810		2 476 187
War Veteran			
Permanent Disability	1942		2 618 951
Temporary Disability	232		311 779
Foster Care	1 408	2 080	1 726 400
Care Dependency	504	534	720 900
Child Support	(0-1 year)	1541	477 710
Child Support	(1-2 years)	1989	616 590
Child Support	(2-3 years)	2226	690 060
Child Support	(3-4 years)	2405	745 550
Child Support	(4-5 years)	2181	676 110
Child Support	(5-6 years)	2374	735 940



2016/2017

Child Support	(6-7 years)	2143	664 330
Child Support Total	(Total 0-7 years)	14 859	4 606 290
Child Support	(7-8 years)	2 272	704 320
Child Support	(8-9 years)	2 115	655 650
Child Support	(Total 7-9 years)	4 387	1 359 970
Child Support	(9-10 years)	1 960	607 600
Child Support	(10-11 years)	1 649	511 190
Child Support	(Total 9-11 years)	3 609	1 118 790
Child Support	(11-12 years)	1 492	462 520
Child Support	(12-13 years)	1 507	467 170
Child Support	(13-14 years)	1 489	461 590
Child Support	(Total 11-14 years)	4 488	1 391 280
Child Support	(14-15 years)	1 566	485 460
Child Support	(15-16 years)	1 534	475 540
Child Support	(16-17 years)	1 400	434 000
Child Support	(17-18 years)	1 394	432 140
Child Support (Total 0-18 years)	16 235	33 237	10 303 470





## SECTION D. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

### Introduction

The budget is prepared to meet the Integrated Development Plan(IDP)priorities as well as the strategic objectives of Umuziwabantu Municipality. The Departments have been consulted to enhance the production of a credible balanced budget. The limited available funds require that priorities and strategic objectives should be carefully considered in the preparation and production of realistic credible balanced budget that is capable of being approved and implemented as tabled.

This 2016 to 2019 Tabled Medium Term Revenue and Expenditure Framework(MTREF) Budget Report deals with the operating budget and tariff proposals as well as the capital budget and funding sources proposal to ensure that Umuziwabantu Municipality renders services to their local community in a financially sustainable manner.

### Past performance

Umuziwabantu Municipality has now attained unqualified audit reports for the past consecutive years. In 2014/2015 financial year the Municipality has done exceptional well, has managed to acquire a clean audit report. Whilst the clean audit reports is a positive achievement one has to be honest and say that it tells the reader little about whether we have improved service delivery or even delivered on our constitutional mandate. It's actually reflects the good image of Umuziwabantu leadership in rendering its services, transparency and equally to benefits its needy community at large.

### Financial Sustainability

Financial sustainability over the long-term has to do with the maintenance of high priority expenditure programs, both operating and capital, to ensure program sustainability and desired quality of services to be rendered. There must also be rates and service charges stability and predictability in the overall rate burden by ensuring reasonable rates and service charges to fund programs.

The application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The following table is a consolidated overview of the proposed 2016/2017 budget and medium term revenue and expenditure framework:



**Table 1 Consolidated Overview of the 2016/2017**

R Thousand	Adjustments Budget 2015/2016	Budget year 2016/2017	Budget year 2017/2018	Budget year 2018/2019
Total Operating Revenue	131 752	140 377	150 460	156 320
Total Operating Expenditure	131 752	137 814	143 195	148 870
Surplus/Deficit for the year	0	2 491	7 265	7 449
Total Capital Expenditure	36 535	46 257	58 157	58 207

Total operating revenue has increased by 6% for the year 2016/2017 financial year when compared to the adjustments budget. For the two outer years, operational revenue has increased by 7 % and 4 % when compared to 2016/2017 financial year

Total operating expenditure for the 2016/2017 financial year has been appropriated at R137 million and translates into surplus of R 2million. When compared to the 2015/2016 Adjustments Budget, operational expenditure has increased by 5% when compared to the Adjustments budget. For the outer years it has increased by 4 % and 4% when compared to 2016/2017 financial year

The capital budget of R46 million for 2016/2017 is 26% higher when compared to the adjustment budget. This is actually to assist in rendering service delivery to its needy community to fight against poverty that is affecting our community at large. Capital projects are funded by Small Town grants, MIG, Equitable share and internally generated funds, using our cash backed reserves.

### **Operating Revenue Framework**

For Umuziwabantu Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding, hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy
- Efficient revenue management, which aims to ensure a 99 per cent annual collection rate for property rates and other key service charges,
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) MPRA,
- Increase ability to extend new services and recover costs
- The municipality's Indigent Policy and rendering of free basic services and
- Tariff policies of the Municipality



2016/2017

The following table is a summary of the 2015/2016 MTREF(classified by main revenue source):

### Income by Source Table

Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16				2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand	1										
Revenue By Source											
Property rates	2	10 116	11 682	10 581	11 217	14 246	14 246	–	14 355	17 173	18 031
Property rates - penalties & collection charges		463	655	400	401	401	401		428	446	469
Service charges - electricity revenue	2	19 608	21 796	29 347	31 108	31 108	31 108		33 484	35 603	37 383
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	1 407	1 564	1 717	2 005	2 005	2 005	–	2 138	2 245	2 357
Service charges - other		–	–	–	–	–	–		–	–	–
Rental of facilities and equipment		113	46	48	117	148	148		154	162	170
Interest earned - external investments		1 592	3 250	3 508	4 000	4 000	4 000		4 470	4 694	4 928
Interest earned - outstanding debtors		–	–	–	–	–	–		420	421	422
Dividends received		–	–	–	–	–	–		–	–	–
Fines		261	910	15	26	26	26		28	29	31
Licences and permits		2 370	2 140	509	403	373	373		398	416	436
Agency services		–	–	–	2 632	2 632	2 632		2 806	2 930	3 076
Transfers recognised - operational		43 051	50 775	68 674	74 307	82 129	82 129		80 386	84 519	89 011
Other revenue	2	8 445	8 926	8 887	1 555	3 221	3 221	–	1 310	1 823	5
Gains on disposal of PPE		110	–	–	–	–	–		–	–	–
Total Revenue (excluding capital transfers and contributions)		87 537	101 742	123 686	127 772	140 290	140 290	–	140 377	150 460	156 320

In line with the formats prescribed by Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus or deficit.

Transfer recognised-operational remain the largest revenue source and property rates is the second and third largest source is interest on investment and the fourth one is other revenue. Municipality have been urged to review the tariffs of the items on annual basis to ensure they are cost reflective and market related.

### Operating transfers and grants receipts

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and affordability of services were taken into account to ensure the financial sustainability of the municipality.

National Treasury continues to encourage municipality to keep increases in rates, tariffs and other charges as low as possible. Municipality must justify in their budget documentation all increases in excess of CPI upper boundary of the South African Reserve Bank's inflation rate. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payments.

### Property Rates

Property rates cover the costs of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process



National Treasury's MFMA Circular No.51, inter alia with the implementation of the Municipal Property Rates Act, with regulations issued by the Department of Co-operative Governance. These came into effect on 1 July 2009 and prescribe the rate ratio for the non-residential categories, public service infrastructure and agricultural properties relative to residential properties to be 0.25:1

**The following stipulations in the Property Rates are highlighted:**

- The first R 15000 of the market value of property used for residential purposes is excluded from the rate-able value (Section 17(h) of the MPRA.
- 55% rebate will be granted to agriculture
- 100% rebate will be granted to registered indigents in terms of the Indigent Policy
- The rate-able property concerned must be occupied only by the applicant and his/her spouse, if any, and by dependants without income.
- The applicant must submit proof of his/her age and identity and in the case of a physically or mentally handicapped person, proof of certification by a Medical Officer of Health, also proof of the annual income from a social pension
- The applicant's account must be paid in full, or if not, an arrangement to pay the debt should be in place
- The property must be categorized as residential

**Overall impact of tariff increases on households**

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

Note that in all instances the overall impact of the tariff increases on household's bills has been kept to between 6 per cent as well as the increase in indigent households

**Operating Expenditure Framework**

The expenditure framework for the 2016/2017 budget is informed by the following:

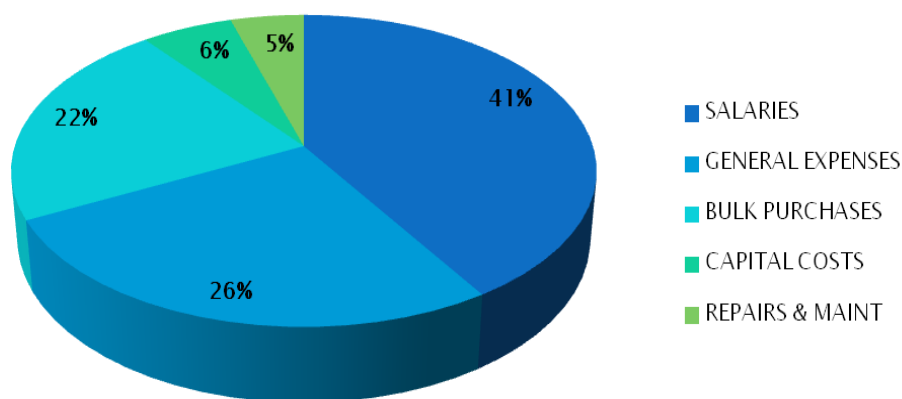
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit
- Funding of the over the medium-term as informed by Section 18 and 19 of the MFMA,
- Strict adherence to the principle of no project plans no budget. If there is no business plan no funding allocation can be made.



2016/2017

KZN214 uMuziabantu - Table A4 Budgeted Financial Performance (revenue and expenditure)

KZN24-04:uMzantsi - Table A4 Budgeted Financial Performance (Revenue and Expenditure)											
Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Expenditure By Type											
Employee related costs	2	27 783	28 113	38 868	45 715	44 700	44 700	–	49 406	51 712	54 297
Remuneration of councillors		5 207	5 834	6 238	6 612	6 612	6 612		8 074	8 478	8 902
Debt impairment	3	891	1 185	159	169	169	169		175	186	195
Depreciation & asset impairment	2	4 852	7 142	7 000	6 259	8 924	8 924	–	8 289	8 591	9 020
Finance charges		104	72	161	305	656	656		685	724	764
Bulk purchases	2	17 329	18 332	26 509	28 100	28 100	28 100	–	30 629	32 160	33 768
Other materials	8	779	1 149	977	1 113	1 271	1 271		1 328	1 396	1 466
Contracted services		364	630	1 333	1 584	2 852	2 852	–	3 019	3 144	3 301
Transfers and grants		3 207	3 202	3 264	3 529	3 529	3 529		3 083	3 241	3 403
Other expenditure	4, 5	26 038	28 286	39 010	34 385	34 940	34 940	–	33 126	33 564	33 753
Loss on disposal of PPE			349	168							
Total Expenditure		86 553	94 294	123 687	127 772	131 752	131 752	–	137 814	143 195	148 870



## Employee Related Costs

The budgeted allocation for employee related cost for the 2016/2017 financial year totals 57million. Based on the three year collective SALGBC agreement, salary increases have been factored into this budget at a percentage increase of 7 percent for the 2016/2017 financial year. An annual increase of 5 per cent has been included in the two outer years of the MTREF. The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998(Act 20 of 1998).

The provision of debt impairment was determined based on an annual collection rate. For the 2016/2017 financial year this amount equates to R 175 thousand and escalates to R 195 thousand by 2018/2019. While this expenditure is considered to be non-cash item, it informed the cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.



Provision for depreciation and asset impairment and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the rate asset consumption. Budget appropriations in this regard total R 8 million for the 2016/2017 financial and equates to 5 per cent of the total operating expenditure.

A finance charge consists of lease payable to the photocopying machine and vehicles as well as bank charges for the Municipality.

In line with repairs and maintenance plan this group of expenditure has been prioritised to ensure sustainability of the Municipality's infrastructure assets even though it's sitting at a low percentage of 4.8% due to the limited resources that we have.

### **Free Basic Social Services Package**

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy.

#### **CAPITAL EXPENDITURE PER CATEGORY/BY ASSET CLASS**

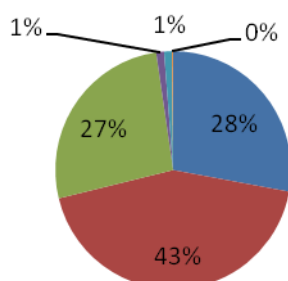
<b>Expenditure</b>	<b>BUDGET 2016/2017</b>
ROADS INFRASTRUCTURE	R 12 912 943
BUILDINGS (Municipal Offices)	R 20 000 000
COMMUNITY FACILITIES (Landfill, Informal trading centre & Pound)	R 12 274 670
ELECTRICITY INFRASTRUCTURE	R 500 000
COMPUTER EQUIPMENT	R 489 177
OFFICE FURNITURE AND EQUIPMENT	R 80 000



2016/2017

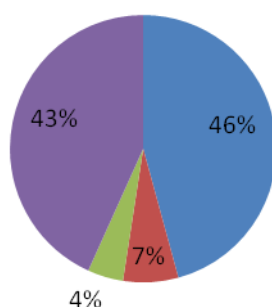
## Draft CAPEX Budget for 2016/17

- Road Infrastructure Assets
- Community facilities
- Computer equipment
- Municipal building offices
- Electricity infrastructure assets
- Office Equipment



## Capital Funding Sources

- MIG
- Equitable share
- Small Town grant
- Internal Funding



Capital expenditure funding is funded by MIG grant of R21 million ,Small Town grants of R 2 million, Equitable share of R 3 million and internal generated funds of R20 million which is funded internally from our cash backed reserves.

## Budget Assumptions

**Given the constraints on the revenue side, the Council took very tough decisions on the expenditure side. Priority was given to:**

- Protecting the poor from the worst impacts of the economic downturn
- Expediting spending on capital projects that are funded by conditional grants.
- Expediting spending on service delivery

**In preparing the budget, the following priorities were taken into account:**

- Deliver more and better services in a caring and efficient manner
- Hold political office bearers and public servants accountable





### **The challenge for the municipality is to do more within its existing little resource envelope**

Over the next few years, the municipality must deliver more services- and deliver them more efficient-within a tight resources envelope. Achieving this objective requires a new way of working:

- The budget has been reprioritized so that money is moved from low-priority programmes to high priority programmes.

### **Investments**

At present the Council does not have long term investments to fund the operating or capital expenditure. The investment portfolio for the Council is short term investments for conditional grants received from National Treasury and other organization of the state.

### **General inflation outlook and its impact on the municipal activities**

There are five key factors that have been taken into consideration in the compilation of the 2016/2017 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on Umuziwabantu residents and businesses;
- The impact of municipal cost drivers;

## **2. Overview of the annual budget process**

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aim of the Budget Steering Committee is to ensure that;

- the process followed to compile the budget complies with legislation and good budget practices;
- there is proper alignment between the policy and service delivery priorities set out in the Umuziwabantu's IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.



### 3. Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2015) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required IDP and budget time schedule on 25 August 2016. Key dates applicable to the process were:

- **August 2016** – Joint strategic planning session of the Mayoral Committee and Executive Management. Aim: to review past performance trends of the capital and operating budgets, the economic realities and to set the prioritization criteria for the compilation of the 2016/2017 MTREF;
- **November 2016** – Detail departmental budget proposals (capital and operating) submitted to the Budget and Treasury Office for consolidation and assessment against the financial planning guidelines;
- **3 to 7 January 2017** - Review of the financial strategy and key economic and financial planning assumptions by the Budget Steering Committee. This included financial forecasting and scenario considerations;
- **January 2017** – Multi-year budget proposals are submitted to the Mayoral Committee for endorsement;
- **28 January 2017** - Council considers the 2016/17 Mid-year Review and Adjustments Budget;
- **February 2017** - Recommendations of the Mayoral Committee are communicated to the Budget Steering Committee, and on to the respective departments. The final 2016/17 MTREF is revised accordingly;
- **31 March 2017**- final Draft Annual Budget and MTREF 2017/2020 and draft IDP 2017/2018 tabled
- **April 2017**- Public is consulted on the final Annual Budget and MTREF 2017/2020
- **6 May 2016** - Closing date for written comments;
- **6 to 21 May 2016** – finalization of the 2016/17 IDP and 2016/17 MTREF, taking into consideration comments received from the public, comments from National Treasury, and updated information from the most recent Division of Revenue Bill and financial framework; and
- **31 May 2016**- Annual Budget and MTREF 2016/2019 is tabled for consideration for adoption

There were no deviations from the key dates set out in the Budget Time Schedule tabled in Council

### 4. IDP and Service Delivery and Budget Implementation Plan

Umuziabantu's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan.



- Registration of community needs; e Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

## **5. Financial Modelling and Key Planning Drivers**

As part of the compilation of the 2016/17 MTREF ,extensive financial modeling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2016/17 MTREF:

- Local growth
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e inflation, Eskom increases, household debt, migration patterns)
- Performance trends
- The approved 2015/16 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Debtor payment levels
- Loan and investment possibilities
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 70, 72, 74,75,78 and 79 and prior circulars has been taken into consideration in the planning and prioritisation process.

## **6. Overview of alignment of annual budget with IDP**

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

## **7. Measurable performance objectives and indicators**

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the Umuziwabantu has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The Municipality targets,



monitors, assess and reviews organisational performance which in turn is directly linked to individual employee's performance.

## **8. Planning, budgeting and reporting cycle**

The performance of the Umuziwabantu relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. Umuziwabantu municipality therefore has adopted one integrated performance management system which encompasses.

### **8.1 Performance indicators and benchmarks**

#### **a) Creditors Management**

- Umuziwabantu has managed to ensure that creditors are settled within the legislated 30 days of invoice. While the liquidity ratio is of concern, by applying daily cash flow management the municipality has managed to ensure a 100 per cent compliance rate to this legislative obligation. This has had a favorable impact on suppliers' perceptions of risk of doing business with Umuziwabantu, which is expected to benefit the local community in the form of more competitive pricing of tenders, as suppliers compete for the Umuziwabantu business

#### **b) Free Basic Services: basic social services package for indigent households**

The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of Umuziwabantu. Only registered indigents qualify for the free basic services.

## **9. Overview of budget related-policies**

The Umuziwabantu Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

### **General inflation outlook and its impact on the municipal activities**

There are five key factors that have been taken into consideration in the compilation of the 2016/2017 MTREF:

- National Government macro-economic targets;
- The general inflationary outlook and the impact on Umuziwabantu residents and businesses;
- The impact of municipal cost drivers;
- The increase in the cost of remuneration. Employee related costs MTREF and therefore this increase above inflation places a disproportionate upward pressure on the expenditure budget. The wage agreement SALGBC concluded with the municipal workers unions were taken into account.

## **10. Overview of budget funding**

### **Medium-term outlook: operating revenue**

The following table is a breakdown of the operating revenue over the medium-term: Tariff setting plays a major role in ensuring desired levels of revenue. Getting tariffs right assists in the compilation of a credible and funded budget. The Umuziwabantu derives most



2016/2017

of its operational property rates, operating and capital grants from organs of state and other minor charges (such as building plan fees and traffic fines etc.)

### Budget is funded as follows:

DRAFT BUDGET FUNDING DETAILS	AMOUNT
Rates	14 500 000.00
Refuse removal fees	2 137 817.65
Interest on investment	4 470 000.00
Electricity	33 484 237.37
Testing centre income	2 806 215.80
New connection	624 262.88
Other revenue	1 704 688.58
Equitable share	76 377 000.00
MIG	22 275 000.00
FMG	1 825 000.00
Small Town	2 000 000.00
Provincialisation of library	559 000.00
Community libraries	179 000.00
Expanded Public Works	1 129 000.00
Own Revenue	20 000 000.00
<b>Total</b>	<b>184 071 222.28</b>

2.2 The future fiscal sustainability of the Council is not very positive. The following are contributing factors for this situation:

- The continued inability of consumers to settle outstanding accounts
- Government departments not paying their rates accounts
- Poor revenue base and high rate of Indigent people around Umuziwabantu area
- The continued dependency on grant funding from the national government

The revenue strategy is a function of key components such as:

- Growth in the local and economic development;
- Revenue management and enhancement;
- To achieve at least 85 per cent annual collection rate for consumer revenue

## 11. Expenditure on allocations and grant programmes



2016/2017

The following table is a breakdown of allocations and grant programmes

KZN214 uMuziwabantu - Supporting Table SA19 Expenditure on transfers and grant programme										
Description	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand										
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		–	57 354	64 706	81 222	73 500	–	77 349	86 013	88 201
Local Government Equitable Share			43 928	55 348	76 322	68 600		73 281	81 848	86 301
Finance Management			1 635	1 749	1 800	1 800		1 825	1 900	1 900
EPWP Incentive				900	1 036	1 036		1 129	1 036	
Integrated National Electrification Programme			9 000	5 000					–	
Municipal Systems Improvement			890	934	930	930		–	–	
			900							
MIG(5%)			1 001	775	1 134	1 134		1 114	1 229	
Provincial Government:		–	975	–	723	723	–	738	800	–
Community Participation - IDP Grant			200							
Provincialisation of library			514		553	553		559	612	
Community Library Services Grant			111		170	170		179	188	
Sport and Recreation			150							
Other transfers/grants [insert description]										
District Municipality:		–	–	–	184	184	–	317	–	–
Disaster Management Grant					184	184		317		
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total operating expenditure of Transfers and Grants		–	58 329	64 706	82 129	74 407	–	78 404	86 813	88 201
Capital expenditure of Transfers and Grants										
National Government:		–	44 287	–	21 538	29 260	–	24 257	23 814	24 890
Municipal Infrastructure Grant (MIG)			28 905		21 538	21 538		21 161	23 814	24 890
			9 798							
			15							
			100							
Equitable share			5 469			7 722		3 096		
Provincial Government:		–	–	–	–	–	–	2 000	–	–
Small Town								2 000		
District Municipality:		–	–	–	201	133	–	–	–	–
Disaster Management Grant					201	133				
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total capital expenditure of Transfers and Grants		–	44 287	–	21 739	29 393	–	26 257	23 814	24 890
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		–	102 616	64 706	103 868	103 800	–	104 661	110 627	113 091
References										
1. Expenditure must be separately listed for each transfer or grant received or recognised										

## 12.Capital Expenditure Details

The following table is a breakdown of capital expenditure for the year 2016/2017, these capital assets will assist Umuziwabantu Municipality in rendering its services to the community.



2016/2017

CAPITAL EXPENDITURE PER CATEGORY		
DETAILS	AMOUNT	
Infrastructure Assets	20 258 281.80	
Community Assets	5 429 332.05	
Other Assets	20 569 177.00	
<b>Total</b>	<b>46 256 790.85</b>	

### 13.Councillors Allowances and Employee benefits

The following table is a breakdown of Councillors Allowances and Employee benefits for the year 2016/2017.

KZN214 uMuziwabantu - Supporting Table SA22 Summary councillor and staff benefits										
Summary of Employee and Councillor remuneration	Ref	2012/13	2013/14	2014/15	Current Year 2015/16			2016/17 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand		A	B	C	D	E	F	G	H	I
<b>Councillors (Political Office Bearers plus Other)</b>	1									
Basic Salaries and Wages		4 041	4 518	4 513	4 478	4 478	4 478	6 240	6 628	6 959
Pension and UIF Contributions										
Medical Aid Contributions										
Motor Vehicle Allowance		1 157	1 040	1 328	1 199	1 199	1 199	812	853	896
Cellphone Allowance		252	276	396	465	465	465	447	469	492
Housing Allowances										
Other benefits and allowances					470	470	470	575	528	555
<b>Sub Total - Councillors</b>		<b>5 450</b>	<b>5 834</b>	<b>6 238</b>	<b>6 612</b>	<b>6 612</b>	<b>6 612</b>	<b>8 074</b>	<b>8 478</b>	<b>8 902</b>
<b>% increase</b>	4		7.0%	6.9%	6.0%	-	-	22.1%	5.0%	5.0%
<b>Senior Managers of the Municipality</b>	2									
Basic Salaries and Wages		2 301	1 981	3 187	5 315	5 315	5 315	5 456	5 783	6 130
Pension and UIF Contributions		7	54	8	11	11	11	11	11	12
Medical Aid Contributions				-	-	-	-	-	-	-
Overtime				-	-	-	-	-	-	-
Performance Bonus				-	-	-	-	-	-	-
Motor Vehicle Allowance	3	35	364	163	-	-	-	86	91	97
Cellphone Allowance	3	72		-	-	-	-	96	102	108
Housing Allowances	3			-	-	-	-	-	-	-
Other benefits and allowances	3			-	1	1	1	1	1	1
Payments in lieu of leave				-	-	-	-	-	-	-
Long service awards				-	-	-	-	-	-	-
Post-retirement benefit obligations	6			-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Municipality</b>		<b>2 415</b>	<b>2 399</b>	<b>3 358</b>	<b>5 327</b>	<b>5 327</b>	<b>5 327</b>	<b>5 649</b>	<b>5 988</b>	<b>6 348</b>
<b>% increase</b>	4		(0.6%)	40.0%	58.6%	-	-	6.0%	6.0%	6.0%
<b>Other Municipal Staff</b>										
Basic Salaries and Wages		16 917	16 994	22 786	26 848	25 232	25 232	28 676	29 710	31 137
Pension and UIF Contributions		3 264	3 583	3 847	3 176	3 192	3 192	3 503	3 705	3 890
Medical Aid Contributions		985	1 088	3 625	4 617	4 632	4 632	4 963	5 250	5 512
Overtime		2 027	2 273	1 543	2 791	2 892	2 892	3 121	3 277	3 441
Performance Bonus				-	-	-	-	-	-	-
Motor Vehicle Allowance	3	1 578	1 282	1 495	1 690	2 073	2 073	2 100	2 246	2 358
Cellphone Allowance	3	211		-	234	316	316	317	320	335
Housing Allowances	3	214	134	491	541	541	541	531	563	591
Other benefits and allowances	3	9	359	1 710	18	20	20	45	48	50
Payments in lieu of leave		370			473	473	473	500	462	485
Long service awards										
Post-retirement benefit obligations	6									
<b>Sub Total - Other Municipal Staff</b>		<b>25 573</b>	<b>25 714</b>	<b>35 497</b>	<b>40 388</b>	<b>39 373</b>	<b>39 373</b>	<b>43 757</b>	<b>45 580</b>	<b>47 799</b>
<b>% increase</b>	4		0.5%	38.0%	13.8%	(2.5%)	-	11.1%	4.2%	4.9%
<b>Total Parent Municipality</b>		<b>33 438</b>	<b>33 947</b>	<b>45 093</b>	<b>52 327</b>	<b>51 312</b>	<b>51 312</b>	<b>57 480</b>	<b>60 047</b>	<b>63 049</b>
			1.5%	32.8%	16.0%	(1.9%)	-	12.0%	4.5%	5.0%

### 14.Monthly targets for revenue, expenditure& cash flow





**2016/2017**

The following table is a breakdown of Monthly targets for revenue, expenditure, cash flow for the year 2016/2017.

KZN214 uMuziwabantu - Supporting Table SA30 Budgeted monthly cash flow																
MONTHLY CASH FLOWS		Budget Year 2016/17												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2016/17	Budget Year +1 2017/18	Budget Year +2 2018/19
R thousand																
<b>Cash Receipts By Source</b>																
Property rates	1 180	1 177	1 091	988	960	1 264	980	982	983	984	990	1 181	12 760	12 888	13 016	
Property rates - penalties & collection charges	24	17	14	18	17	23	21	28	26	21	40	125	374	378	382	
Service charges - electricity revenue	2 408	2 407	2 406	2 405	2 404	2 403	2 402	2 401	2 400	2 399	2 398	3 405	29 838	30 136	30 438	
Service charges - water revenue												-				
Service charges - sanitation revenue												-				
Service charges - refuse revenue	157	156	155	154	153	152	151	150	149	148	147	200	1 870	1 889	1 908	
Service charges - other												-				
Rental of facilities and equipment	11	11	11	11	11	11	11	11	11	11	11	34	154	156	157	
Interest earned - external investments	315	295	296	297	375	298	299	300	170	26	27	1 771	4 470	4 515	4 560	
Interest earned - outstanding debtors												-				
Dividends received												-				
Fines	1	2	3	4	5	6						7	28	28	29	
Licences and permits	24	25	26	27	28	29	30	31	32	19	20	102	396	400	404	
Agency services												2 790	2 790	2 818	2 846	
Transfer receipts - operational	25 361				19 000				35 000			1 025	80 386	81 190	82 002	
Other revenue	37	39	41	43	45	47	50	52	54	56	58	97	619	625	631	
<b>Cash Receipts by Source</b>	<b>29 518</b>	<b>4 129</b>	<b>4 043</b>	<b>3 947</b>	<b>22 998</b>	<b>4 233</b>	<b>3 944</b>	<b>3 955</b>	<b>38 825</b>	<b>3 664</b>	<b>3 691</b>	<b>10 736</b>	<b>133 685</b>	<b>135 022</b>	<b>136 372</b>	
<b>Other Cash Flows by Source</b>																
Transfer receipts - capital	15 000				5 000				4 275			-	24 275	23 814	24 890	
Contributions recognised - capital & Contributed assets												-				
Proceeds on disposal of PPE												-				
Short term loans												-				
Borrowing long term/refinancing												-				
Increase (decrease) in consumer deposits					10				11			7	28	28	36	
Decrease (increase) in non-current debtors												-				
Decrease (increase) other non-current receivables												-				
Decrease (increase) in non-current investments												-				
<b>Total Cash Receipts by Source</b>	<b>44 518</b>	<b>4 129</b>	<b>4 043</b>	<b>3 947</b>	<b>28 008</b>	<b>4 233</b>	<b>3 944</b>	<b>3 955</b>	<b>43 111</b>	<b>3 664</b>	<b>3 691</b>	<b>10 743</b>	<b>157 988</b>	<b>158 864</b>	<b>161 298</b>	
<b>Cash Payments by Type</b>																
Employee related costs	3 500	3 500	3 500	3 500	3 500	3 500	4 718	4 718	4 718	4 718	4 718	4 515	49 106	51 712	54 297	
Remuneration of councillors	650	650	650	650	650	650	696	696	696	696	696	696	8 074	8 478	8 902	
Finance charges	58	58	58	58	58	58	58	58	58	58	58	48	685	724	764	
Bulk purchases - Electricity	2 000	1 900	1 800	2 000	1 900	1 800	2 000	1 900	1 800	2 100	2 500	8 929	30 629	31 517	3 393	
Bulk purchases - Water & Sewer												-				
Other materials	105	106	107	108	109	110	111	112	113	114	108	127	1 328	1 368	1 437	
Contracted services	200	300	400	500	600	700	207					(0)	2 907	3 081	3 234	
Transfers and grants - other municipalities						395						-	395	399	403	
Transfers and grants - other												-				
Other expenditure	3 152	3 052	2 952	3 152	3 052	2 952	3 152	3 052	2 952	3 119		(0)	30 589	30 895	31 204	
<b>Cash Payments by Type</b>	<b>9 665</b>	<b>9 566</b>	<b>9 467</b>	<b>9 968</b>	<b>9 869</b>	<b>10 165</b>	<b>10 942</b>	<b>10 536</b>	<b>10 337</b>	<b>10 805</b>	<b>8 080</b>	<b>14 314</b>	<b>123 713</b>	<b>128 174</b>	<b>103 633</b>	
<b>Other Cash Flows/Payments by Type</b>																
Capital assets	4 046	3 946	3 846	4 046	3 946	3 846	4 046	3 946	3 846	4 146	4 546	2 046	46 257	46 719	47 187	
Repayment of borrowing												39	39	40	41	
Other Cash Flows/Payments												-				
<b>Total Cash Payments by Type</b>	<b>13 711</b>	<b>13 512</b>	<b>13 313</b>	<b>14 014</b>	<b>13 815</b>	<b>14 011</b>	<b>14 988</b>	<b>14 482</b>	<b>14 183</b>	<b>14 951</b>	<b>12 626</b>	<b>16 399</b>	<b>170 009</b>	<b>174 933</b>	<b>150 861</b>	
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>																
	<b>30 807</b>	<b>(9 383)</b>	<b>(9 270)</b>	<b>(10 067)</b>	<b>14 193</b>	<b>(9 778)</b>	<b>(11 044)</b>	<b>(10 527)</b>	<b>28 928</b>	<b>(11 287)</b>	<b>(8 935)</b>	<b>(5 656)</b>	<b>(12 021)</b>	<b>(16 069)</b>	<b>10 437</b>	
Cash/cash equivalents at the month/year begin:	63 715	94 522	85 138	75 868	65 801	79 994	70 216	59 172	48 645	77 573	66 285	57 350	63 715	51 694	35 625	
Cash/cash equivalents at the month/year end:	94 522	85 138	75 868	65 801	79 994	70 216	59 172	48 645	77 573	66 285	57 350	51 694	51 694	35 625	46 062	

## 15. Legislation compliance status

Compliance with the MFMA implementation requirements have been substantially adhered to through the following activities:

### a. In year reporting

Reporting to National Treasury in electronic format was fully complied with on a monthly basis. Section 71 reporting to the Executive Mayor (within 10 working days) has progressively improved and includes monthly published financial performance on the website.

### b. Internship programme

The Municipality is participating in the Municipal Financial Management Internship programme and has employed interns undergoing training in various divisions of the Financial Services Department. Some of interns has been appointed permanently.



c. Budget and Treasury Office

The Budget and Treasury Office has been established in accordance with the MFMA.

d. Audit Committee

An Audit Committee has been established and is fully functional.

e. Service Delivery and Implementation Plan

## 16. Cash Backed Reserves/Accumulated Surplus Reconciliation

This following table meets the requirements of MFMA Circular 42 which deals with the funding of a municipal budget in accordance with sections 18 and 19 of the MFMA. The table seeks to answer three key questions regarding the use and availability of cash:

- What are the predicted cash and investments that are available at the end of the budget
- How are those funds used?

- What is the net funds available or funding shortfall?

A surplus would indicate the cash-backed accumulated surplus that was available

## FINANCIAL MANAGEMENT POLICIES

### BUDGET POLICY

The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipality's priorities in the formulation of the draft and the final budget document.

A budget, as per S71 of the MFMA, is subject to monthly control and reporting to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project.

### CREDIT CONTROL POLICY

This policy together with the relevant work procedure manuals provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts, etc. Umuziwabantu Municipality annually revises policy as well as the related bylaws and approved the revised policy together with the annual budget approval.

The principles supported in this policy are:

The administrative integrity of the municipality must be maintained at all costs. The democratically elected councilors are responsible for policy making, while it is the



responsibility of the accounting officer to ensure the implementation of these policies. Consumers are required to fill in an application form, requesting the municipality to connect them to the main service supply lines.

### **INDIGENT POLICY**

The criteria for benefits under this scheme are part of the credit control policy. An indigent register is maintained in order administer indigent support. The application forms to qualify for the indigent support must be completed annually. The Municipality may annually, as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy, but subject to principles of sustainability and affordability.

An indigent customer shall automatically be deregistered if verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request deregistration.

This process is done through SUKUMA SAKHE (War Rooms) where all the applicants are profiled.

### **TARIFF POLICY**

The purpose of this policy is to ensure that a uniform tariff is applied to the municipal area of jurisdiction. The policy is updated and sent for public comment annually to conform to latest legislation requirements.

### **RATES POLICY**

This has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy is reviewed annually when the draft budget is submitted for public comments.

### **FREE BASIC SERVICES**

Indigent households receive 50 KWH of electricity free each month. Refuse for these low income areas are raised and credited from equitable share. Rates on properties below a certain value receive a 100% rebate.

### **INVESTMENT POLICIES**

Every municipal council is required in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of to approve a Cash and Investments Policy for the Council. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being immediately required. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be



surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest:

- a) Deposit with banks registered in terms of the Banks Act, 1990 (Act No.94 of 1990);
- b) Securities issued by the National Government;
- c) Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 46 of 1984);
- d) A Municipality's own stock or similar type of debt;
- e) Bankers, acceptance certificates or negotiable certificates of deposits of banks; Long term securities offered by insurance companies in order to meet the redemption.

The following are some of the more significant programs that have been identified:

- a) Ensure continued compliance with GRAP
- b) Audit /inspection of electricity meters
- c) Replacement of faulty meters
- d) Maintain and update valuation roll
- e) Management of prepaid data base
- f) Efficient vending of prepaid electricity
- g) Annual Reviewing of budget related policies
- h) Updating of Fixed Assets Register
- i) Enable a greater awareness of the Municipal Property Rates Act
- j) Accurately Billing customers on a regular basis(Data Cleansing exercise, Indigent register maintenance, Improved Debt Collection procedures, Affordable Tariff Setting, disconnections)
- k) Expenditure analysis and reduction

## SWOT ANALYSIS

### Supply Chain Management (SCM)

The municipality has established all three SCM Bid committees and is fully functional. However there are slight challenges since tight schedule of meetings. Currently the SCM Policy is being implemented.

### Financial Viability and Management: SWOT Analysis



<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Fully established and functional Supply Chain Management Committees</li> <li>▪ Political Stability</li> <li>▪ Unqualified audit reports</li> <li>▪ Implementation of free basic services(refuse, electricity)</li> <li>▪ Sound reserves and liquidity</li> <li>▪ Adoption of financial related policies</li> <li>▪ Availability of a Audit Committee and Internal Audit</li> <li>▪ Availability of the Revenue Enhancement Strategy</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Shortage of staff</li> <li>▪ Limited sources of funding and revenue</li> <li>▪ Delayed implementation of SCM Processes</li> <li>▪ Slow turn-around time with SCM Bid Committees</li> <li>▪ Inability to attract and retain adequately skilled and experienced staff</li> <li>▪ Dependency on government grant Funding</li> <li>▪ Non-payment of rates and service charges (Low debt recovery rate)</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Implementation of Municipal Property Rates Act</li> <li>▪ Internship programme made available through funding from Financial Management Grant</li> <li>▪ Implementation of enabling legislation (Municipal Systems Act, National Credit Act)</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▪ Unfunded mandate (e.g. library, landfill site &amp; Disaster management )(note to strategy: In terms of Constitution library functions does not fall within the ambit of local municipalities)</li> <li>▪ High staff turnover</li> <li>▪ Economic Recession</li> </ul>



## SECTION E: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### E.1 IGR Structures

Inter-governmental relations' refers the relationships between the three spheres of government. The South African Constitution states, 'the three spheres of government are distinctive, interdependent and interrelated'. Provincial and local government are spheres of government in their own right, and are not a function or administrative implementing arm of national or provincial government. Although the three spheres of government are autonomous, they exist in a unitary South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005 – 'the IGR Act') establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations, and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The Act further provides for structural and institutional framework for national, provincial and local governments to coordinate their actions towards common goals, in particular the implementation of policy, programmes and development priorities for the country as a whole.

*CHAPTER 3, Section (h) of the RSA Constitution state that:*

All spheres of government and all organs of the state within each sphere must co-operate with one another in mutual trust and good faith by-

- (a) Fostering friendly relations
- (b) Assisting and supporting one another
- (c) Informing one another of, and consulting one another on matters of common interest;
- (d) Coordinating their actions and legislation with one another
- (d) Adhering to agreed procedures; and
- (f) Avoiding legal proceedings against one another

#### Inter-Governmental Relations Structure and Participation

Umuziwabantu municipality is participating in the following district coordinated structures:

- District Intergovernmental Relations Forum
- Speakers Forum
- Municipal Managers Forum
- Chief Financial Officers (CFOs) Forum



- HR Managers Forum: HR managers of each municipality comprise this forum
- Skills Development Facilitators forum: This forum includes HR Managers and Skills Development Practitioners of the municipalities
- Disaster management forum
- LED Chairpersons Forum
- Planners forum: this forum includes IDP managers and Development Planners
- District Technical Advisory Forum: includes IDP and PMS Managers.
- Batho Pele Forum: attended by the Human Resource Manager
- EPWP District forum: This is attended by the PMU finance control clerk and technical officer.

The Provincial Co-ordinated structures that the municipality participates in are as follows:

- The Premier's Coordinating forum (Mayor)
- COGTA Technical Munimec (Municipal Manager)

## E.2 Municipal Structures

Umuziwabantu has established the following structures:

### SPECIAL FOCUS GROUPS

#### GENDER, PEOPLE WITH DISABILITIES AND YOUTH

Group	Programme	Long Term Goals	Budget	Time Frame
HIV/AIDS	Council re-established	Empowerment and skills	R160,000	In place
PEOPLE WITH DISABILITIES	Forum has been Established	Empowerment and skills	R180,000	In place
YOUTH	Youth Forums and Youth Council	Empowerment, education and skills development	R348,507	In place
YOUTH	Sports Council (interim)	Empowerment and skills (outreach programme)	R393,260	In place





SENIOR CITIZENS	Forum has been Established		R170,000 RR100,000	In place
WOMEN/ GENDER	Forum has been Established	Empowerment and skills		In place

### **E.3 Council Powers, functions and Portfolio Committees.**

The current Municipal Council was inaugurated on the 1st June 2011. The council has both the legislative and the executive powers. It is chaired by the Speaker, his duties as listed in municipal delegations are: In accordance with Council resolution of 1st June 2011, Council delegated some powers to the Executive Committee with an exception of those expressly excluded by law. Some of these exclusions include:

- The passing of by-laws;
- The approval of budgets;
- The imposition of rates and other taxes, levies and duties;
- The raising of loans.
- Setting of tariffs;
- Entering into service delivery agreements in terms of section 76(b) of the Municipal Systems Act;
- Appointment of the Municipal and section 56 managers; and
- Approval or amendment of the Integrated Development Plan

<b>PORTFOLIO COMMITTEE</b>	<b>TERMS OF REFERENCE</b>	<b>FUNCTIONALITY</b>
FINANCE; BUDGET CONTROL AND CORPORATE SERVICES.	Municipal finance including billing; Municipal rating and taxation; Municipal insurance; Municipal banking and investments; Loans and governmental subsidies; Grants in aid Labour Relations; Occupational Health and Safety.	Functional
COMMUNITY SERVICES	Squatting; Groups with special needs (youth; women; elderly and the disabled); Street	Functional



	<p>Vending; Education, crèches, welfare in general and religious services;</p> <p>HIV and AIDS; Business licensing; Cemeteries and crematoria; Refuse removal, refuse</p> <p>dumps and solid waste disposal; Cleansing, road and storm water maintenance; and</p> <p>Building maintenance Disaster management Traffic services Fire fighting services.</p>	
PLANNING; LED; HOUSING AND INFRASTRUCTURE	<p>Local economic development; Promotion of industrial development; Land matters; Rendering of basic services; Electricity and gas reticulation; Storm water management systems in rural and urban areas; Capital roads items and construction; Storm water</p> <p>capital items; Housing Projects; Housing development; and Housing Projects administration.</p>	Functional
IDP FORUM	<p>Coordinate and facilitate IDP Projects; Debates and review IDP objectives ; Integrates pectoral and other stakeholders strategic plans; Propose recommendations to both EXCO and Council; Integration and formulation of projects</p>	Functional
Human Settlement Forum	<p>Housing development; and Housing Projects administration</p>	Functional



MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	<p>Examines: audit reports, reports issued by the Auditor General on the affairs of the municipality; any financial statements referred by Council; the annual report on behalf of council and make recommendations. Also the committee reports to council on the</p> <p>Following: develop the annual oversight report based on the annual report. Initiate any</p> <p>Investigation in it area of competency. Perform any function assigned to it by resolution of Council.</p>	Functional, however struggles with quorum are persistent.
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#### E.4 Internal audit and the Audit Committee

In terms of the Municipal Finance Management Act (MFMA) and the Audit Committee Charter, the Audit Committee has to audit the municipality on quarterly bases.

The municipal's audit committee includes four external independent members. None of the members are Councillors or employed by the municipality. The committee is fully functional and submits its report to the municipality for inclusion in the Annual Report. The municipality has also employed an internal auditor, whose functions are:

- To manage the internal Audit functionality
- To coordinate specific processes to support the formulation of the Audit Plan and program.
- Monitoring compliance and conducting investigations to determine the extent of variation or non-conformance to statutory requirements, policies and procedures.
- Preparing and presenting comments and opinions and providing guidance on the interpretation of principles to enable re-alignment of functions and responsibilities.



- Ensuring that the activities of the Municipality are conducted and concluded in a credible manner.

## E.5 BID COMMITTEES

The Municipality currently has three Bid Committees which are;

<b>Bid Specification Committee</b>	Compiles the specifications for the procurement of goods and services by the municipality.
<b>Bid Evaluation Committee</b>	Evaluates bids and recommends to the bid adjudication committee, regarding award of the bid.
<b>Bid Adjudication Committee</b>	Considers the report and recommendations of the bid evaluation committee and makes a recommendation to the Accounting Officer (Municipal Manager) for bids above the one million rand, on how to proceed with relevant procurement of goods and services.

## E.6 Status of Municipal Policies

The municipality has the following Policies in place:

Bursary policy	Adopted
Records management policy	Adopted
Employment practice	Adopted
HR policy / Attendance and punctuality	Adopted
HR Policy / EE policy	Adopted
Training and development	Adopted
ULM HRD policy	Adopted
Municipal law making	Adopted
Delegations framework	Adopted
Umuziwabantu Delegations register	Adopted



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Grievance policy	Adopted
Land policy	Adopted
Lease framework	Adopted
Norm and standards	Adopted
Skills retention	Adopted
EEP Grievance	Adopted
Municipal meetings and meetings procedures	Adopted



## E.7 Municipal Bylaws

Municipal bylaws are public regulatory laws which apply in a certain area of jurisdiction. The Umuziwabantu Council gets its power to pass laws through the South African Constitution, which specifies what things may be regulated through by-laws within its jurisdiction. Municipal by-laws are no different than any other law of the land, and can be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a [criminal offence](#) for breach of a bylaw. Common bylaws include vehicle parking and stopping regulations, animal control, building and construction, licensing, noise, zoning and business regulation, and management of public recreation areas

The Umuziwabantu Municipality passed and reviewed the following by-laws:

REVIEWED BYLAWS	ADOPTED BYLAWS
Standing rules and orders	Pound
Outdoor advertising	Street Trading
Storm water management	Business licensing
Refuse removal and disposal	
Public amenities	
Naming and renaming of public amenities	



## E.8 PUBLIC PARTICIPATION ANALYSIS

### E.8.1 IDP and Budget Road shows

The Municipal Systems Act puts emphasis on the legislative obligations for municipalities in respect of community participation. The Act has dedicated Chapter four and various other references to Community participation throughout the Act. Umuziwabantu Municipality conforms to the Municipal Systems Act No 32 of 2000 in terms of Section 16 (1) (a) which promotes public participation.

As part of the municipal public participation, the municipality held IDP focus group sessions focusing on the five National Key Performance Areas. The focus group sessions seeks to encourage public consultation and redressing of key service delivery issues thus strengthening the council's partnership with the citizens. The

Focus group sessions are hosted in conjunction with UGu District Municipality and all other sector departments which aim to advance the lives of our communities.

As part of public participation in the review of the Municipal Integrated Development Plan, the office of the Mayor, Cllr D Nciki and the Municipal Council held public meetings on the dates illustrated below:

PROPOSED DATE	WARD	CLLR	PROPOSED VENUE	TIME
8 April 2015	07	Cllr Nyathi	<b>Mfundeni Sports Ground</b>	10:00am
09 April 2015	04	Cllr DS Dlamini	Vukuzakhe MPC	10:00am
10 April 2015	06	Cllr Vethe	<b>KwaPhondo (Ground)</b>	10:00am
13 April 2015	05	Cllr Nkomo	<b>Mvuyo Sports Ground</b>	10:00am
13 April 2015	03	Cllr Houston	Harding Town Hall	<b>17:00am</b>
17 April 2015	02	Cllr Jali	Mpeshu Community Hall	10:00am
20 April 2015	01	Cllr NB Dlamini	<b>Santombe Sports ground</b>	10:00am
21 April 2015	10	Cllr MB Gavu	<b>Maqakaleni Grounds(clinic)</b>	10:00am
24 April 2015	9	Cllr Ngubelanga	KwaJali tribal court	10:00am
28 April 2015	8	Cllr Chiliza	KwaNgubelanga Com. hall	10:00am





### **E.8.2 Public Participation Plan**

The municipality is currently in the process of developing a public participation plan which will be a guiding tool towards ensuring effective public participation and communication.

The municipality is currently utilising the office of the speaker to coordinate public participation functions which limit the effectiveness and efficiency of community involvement in government planning and performance monitoring. However, a communication officer will be appointed ( as per the adopted organogram) to perform amongst other KPA's public participation duties, before the end of the 2014/2015 financial year.

Public Participation takes place through different forums, meetings and gatherings. The IDP Representative Forum is the main platform used to discuss developmental challenges facing the municipality and interventions for overcoming such challenges. The Municipality has concluded the draft Communication strategy which is yet to be adopted.

### **E.8.3 Functionality of ward committees**

The Municipality under the leadership of the Speaker held ten election processes in all respective wards to elect members of the ward committees. Ward committee structures are fully functional in all wards and reports and resolutions are forwarded to the office of the Speaker on a monthly basis for implementation purposes. However, ward committee are faced with some challenges which make it difficult for them to function efficiently and effectively such as, the lack of regular capacity building initiatives and the lack of administration resources.

### **E.8.4 Amakhosi participation in Council meetings**

Section 81 (1) of the Municipal Structures Act, Act 117 of 1998 provides for the participation of traditional leaders in municipal councils. Sub-section (1) states that "Traditional authorities that traditionally observe a system of customary law in the area of a municipality, may participate through their leaders, identified in terms of sub-section (2), in the proceedings of the Council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the Council.

Umuziabantu Council currently has three traditional authority representatives participating in Council meeting



## E.9 Good Governance and Public Participation SWOT Analysis

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> <li>• Strong leadership</li> <li>• Participation in IGR structures</li> <li>• Political stability</li> <li>• Adopted bylaws in place</li> </ul>	<ul style="list-style-type: none"> <li>• Poor attendance of meetings by the public</li> <li>• No public comments on municipal documents that require public comments</li> <li>• Poor communication</li> <li>• Poor law enforcement</li> <li>• No communications officer</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Public meetings for two way communication</li> <li>• Development of a public participation / communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery protests misunderstanding</li> <li>• Poor enforcement of Batho Pele principles</li> </ul>

### EMERGING ISSUES FROM THE ANALYSIS

- Poor socio economic development
- Lack of skilled human resource / workforce
- No communications personnel
- No communication strategy in place
- Poor alignment between District public participation strategy and the municipal public participation strategy which is not yet in place



## SECTION F: VISION, GOALS, OBJECTIVES AND STRATEGIES

### F.1 Umuziwabantu Municipal Vision and Mission statement.

#### UMUZIWABANTU MUNICIPAL VISION

To be a preferred investment destination with superior, sustainable and people centred service delivery.

#### UMUZIWABANTU MISSION STATEMENT

To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.

### F.2 General Key Performance Indicators

Section 43 of the Systems Act authorizes the Minister to prescribe general KPIs that every municipality must report on. Regulation 5(1) mentions the following general KPIs:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- Percentage of households earning less than R1100-00 per month with access to free basic services.
- The percentage of the Municipality's capital budget actually spent on capital projects in terms of the IDP.
- The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan.
- The percentage of a Municipality's budget actually spent on implementing its workplace skills plan.



- Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage.

### F.3 Umuziwabantu Strategic Objectives

The Council of Umuziwabantu Municipality reviewed and maintained the following strategic objectives at a Strategic planning session held in February 2014.

- To create safe, healthy and sustainable living environments;
- To aspire to healthy and educated communities;
- To ensure that all people have access to basic services;
- To boost investor confidence to invest in Umuziwabantu;
- To entrench people centeredness;
- To provide strong and decisive leadership

### F.4 2014 STRATEGIC PLANNING SESSION OUTCOMES

The Municipal IDP seeks to ensure alignment with the national and provincial priorities and also seek to achieve the long-term vision.

The National Development Plan long term vision states “to eliminate poverty and reduce inequality by 2030. In turn the NDP identifies a number of challenges under the theme of poverty and inequality. The NDP also mentions solutions in response to those challenges under the theme of prosperity and equity.

The following table illustrates the challenges and responses:

Challenges	Responses
<ul style="list-style-type: none"> <li>✓ Too few jobs</li> <li>✓ Crumbling infrastructure</li> <li>✓ Resource intensive economy</li> <li>✓ Exclusive planning</li> <li>✓ Poor education</li> <li>✓ High disease burden</li> <li>✓ Public service uneven</li> <li>✓ Corruption</li> <li>✓ Divided communities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Create jobs</li> <li>✓ Expand infrastructure</li> <li>✓ Use resources properly</li> <li>✓ Inclusive planning</li> <li>✓ Quality education</li> <li>✓ Quality health care</li> <li>✓ Build a capable state</li> <li>✓ Fight corruption</li> <li>✓ Unite communities</li> </ul>



The PGDS also has a long term vision which states that “by 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World.” The PGDS also reflects on the 7 strategic goals and objectives which are listed in the following table:

Strategic Goals	Strategic Objectives
<b>1. Job creation</b>	<ul style="list-style-type: none"> <li>1. Unleashing the Agricultural Sector</li> <li>2. Enhance Industrial Development through Trade, Investment &amp; Exports</li> <li>3. Expansion of Government-led job creation programmes</li> <li>4. Promoting SMME, Entrepreneurial and Youth Development</li> <li>5. Enhance the Knowledge Economy</li> </ul>
<b>2. Human Resource Development</b>	<ul style="list-style-type: none"> <li>6. Early Childhood Development, Primary and Secondary Education</li> <li>7. Skills alignment to Economic Growth</li> <li>8. Youth Skills Development &amp; Life-Long Learning</li> </ul>
<b>3. Human and Community Development</b>	<ul style="list-style-type: none"> <li>9. Poverty Alleviation &amp; Social Welfare</li> <li>10. Enhancing Health of Communities and Citizens</li> <li>11. Sustainable Livelihoods &amp; Food Security</li> <li>12. Sustainable Human Settlements</li> <li>13. Safety &amp; Security</li> <li>14. Social Cohesion</li> <li>15. Youth, Gender and Disability Advocacy &amp; The Advancement of Women</li> </ul>
<b>4. Strategic Infrastructure</b>	<ul style="list-style-type: none"> <li>16. Development of Ports and Harbours</li> <li>17. Development of Road &amp; Rail Networks</li> <li>18. Development of ICT Infrastructure</li> <li>19. Improve Water Resource Management</li> <li>20. Develop Energy Production Capacity</li> </ul>



<b>5. Response to climate change</b>	21. Increase Productive Use of Land 22. Advance Alternative Energy Generation 23. Manage pressures on Biodiversity 24. Disaster Management
<b>6. Governance and Policy</b>	25. Strengthen Policy and Strategy Co-ordination & IGR 26. Building Government Capacity 27. Eradicating Fraud & Corruption 28. Promote Participative, Facilitative & Accountable Governance
<b>7. Spatial Equity</b>	29. Actively Promoting Spatial Concentration 30. Facilitate Integrated Land Management & Spatial Planning

PGDS identifies catalytic projects. Within Ugu DM agriculture development is identified, infrastructure development is identified in Hibberdene. Umuziwabantu will need to link itself with such developments like making available raw materials for the identified sites.

Ugu District is the first district municipality within the province to develop the DGDP with a long –term vision. Since Umuziwabantu falls within the UGU District family of municipalities; it's therefore important that Umuziwabantu aligns with the District Growth Development Plan. The Ugu DGDP has identified the following drivers for change:

- Sectorial development and support
- Education and skills development
- Safety and empowerment of communities
- Strategic infrastructure investment
- Institutional development
- Environmental sustainability

The strategic Planning session held on the 27-28 February 2014 reflected on all general challenges as highlighted below:

Municipal priorities per KPA		
KPA	CHALLENGES	PRIORITIES
<b>1. Municipal Transformation and Institutional Development</b>		
<b>2. Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>✓ Under development and maintenance of infrastructure</li> <li>✓ Low productivity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop 5 year implementation plans (roads, human settlements and water infrastructure)</li> <li>✓ Develop Asset Management Plans</li> <li>✓ Budget must be bias on infrastructure development and maintenance</li> <li>✓ Mobile Clinics</li> </ul>
<b>✓ Local Economic Development</b>	<ul style="list-style-type: none"> <li>✓ Unemployment <ul style="list-style-type: none"> <li>▪ Poverty</li> <li>▪ skills shortage</li> <li>▪ crime and substance abuse</li> <li>▪ HIV/AIDS</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Job creation</li> <li>✓ Develop a clear LED strategy with measurable objectives</li> <li>✓ Development of SMME's</li> <li>✓ Support policies to encourage</li> </ul>





	✓ Low productivity	entrepreneurship ✓ SEDA to provide capacity building for SMME's and Cooperatives ✓ Career guidance for pupils ✓ Promote healthy lifestyles ✓ Special Rebates to be given to manufacturing factories operating within the municipality
<b>3. Financial Viability and Financial Management</b>	✓ Own revenue enhancement	✓ Introduction of incentives to accounts paid in advance ✓ Hold regular meetings with consumers ✓ Implementation of credit control and collection policy
<b>4. Cross cutting interventions (Spatial Development Framework)</b>	✓ Low productivity	✓ Leasing of strategic municipal land to investors

#### MUNICIPAL PRIORITIES PER KPA

KPA	CHALLENGES	PRIORITIES
<b>1. Municipal Transformation and Institutional Development</b>	✓ High staff turn over ✓ Vehicles not available when needed ✓ There is no policy that protects councillors should there be security threats ✓ Lack of implementation of Bylaws	✓ There is a need for PA especially for councillors in EXCO. Also put in place a policy to minimize staff turnover. ✓ Vehicles have to be distributed as per departments ✓ Budget to be set aside for councillors under threat. ✓ Bylaws need to be implemented
<b>2. Basic Service Delivery</b>	✓ Lack of water resources ✓ Backlog in electricity infills ✓ Access roads ✓ Poor telecommunications (cellphone network) ✓ Bridge to connect Mzumbe and Umuziwabantu ✓ Sanitation in urban	✓ Extend pipes and expand reservoirs ✓ Eskom must connect electricity musk ✓ Satellite and cellphone receptions must be built ✓ Community halls especially centrally in town (Ward 3) ✓ Housing projects need to be aligned with solar geysers, water tanks and toilets ✓ Old age Homes can be built



	<ul style="list-style-type: none"> <li>areas needs upgrading</li> <li>✓ Lack of community halls in most of the wards</li> <li>✓ Sector departments (such as Eskom) not prioritising projects for Umuziwabantu</li> <li>✓ Eskom not assisting in solar geysers</li> <li>✓ Lack of Old Age home facilities</li> </ul>	<ul style="list-style-type: none"> <li>strategically located to accommodate elderly people from three wards</li> </ul>
<b>3. Local Economic Development</b>	<ul style="list-style-type: none"> <li>✓ Officials take time to respond on projects submitted requesting for funding.</li> <li>✓ Projects not sustainable</li> <li>✓ Corruption</li> <li>✓ Release of land for development is a long process</li> <li>✓ Lack of commercial centre for SMME's</li> </ul>	<ul style="list-style-type: none"> <li>✓ Officials need to be more proactive</li> <li>✓ Verify project beneficiaries before project initiation</li> <li>✓ Set up monitoring mechanisms for projects</li> <li>✓ Visit communities and verify projects exist with Ward committees</li> <li>✓ Develop centre for SMME's</li> <li>✓ Lack of facilities to facilitate employment and job creation</li> <li>✓</li> </ul>
<b>4. Financial Viability and Financial Management</b>	<ul style="list-style-type: none"> <li>✓ Equitable share not enough</li> <li>✓ People not paying rates due to lack of services delivery</li> </ul>	<ul style="list-style-type: none"> <li>✓ There is a need more support grants and funding.</li> <li>✓ Leadership needs to lobby for funding.</li> </ul>
<b>5. Good Governance and Community Participation</b>	<ul style="list-style-type: none"> <li>✓ Existing community structures not complimenting each other</li> <li>✓ Ward forums not operational</li> <li>✓ Stipend for ward committee's too low which makes it hard for them to execute their responsibilities</li> <li>✓ CCG's must not be directly involved with social relief</li> <li>✓ Grants misused</li> </ul>	<ul style="list-style-type: none"> <li>✓ Stipend must be raised to at least R1000 per month</li> <li>✓ Improve integration between existing structures</li> <li>✓ Need to monitor the use of grants</li> <li>✓ Need to make available office space</li> <li>✓ Put in place a policy to bind ward committees to be accountable in their areas by partaking in monthly meetings.</li> </ul>



2016/2017

	✓ Lack of office space means councillors are not easily accessible	
<b>6. Cross Cutting interventions (Spatial Development Framework)</b>	<ul style="list-style-type: none"> <li>✓ Buildings constructed overnight with no approval from council</li> <li>✓ There is a need to plan for SMME's within the town especially those that sell cattle and goats in town.</li> <li>✓ Issues of safety in town for hawkers due to lack of proper pavements</li> </ul>	<ul style="list-style-type: none"> <li>✓ Need to build shelters and stalls for hawkers</li> <li>✓ Identify land for SMME development</li> <li>✓ Formulate proper guidelines for erection of buildings</li> </ul>



## Broad Municipal Priorities

MUNICIPAL PRIORITIES PER KPA		
KPA	CHALLENGES	PRIORITIES
<b>1. Municipal Transformation and Institutional Development</b>	<ul style="list-style-type: none"> <li>✓ Human development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Skills training</li> <li>✓ Promotion of healthy life style</li> <li>✓ Awareness creation within communities</li> </ul>
<b>2. Basic Service Delivery</b>	<ul style="list-style-type: none"> <li>✓ Poor infrastructure aging infrastructure                             <ul style="list-style-type: none"> <li>▪ Underdeveloped road poor drainage system</li> <li>▪ None existing infrastructure</li> </ul> </li> <li>✓ Lack of facilities</li> <li>✓ Release of land</li> </ul>	<ul style="list-style-type: none"> <li>✓ Upgrade of infrastructure</li> <li>✓ Creation of maintenance plan</li> <li>✓ Sound infrastructure</li> <li>✓ Upgrade storm water drainage</li> <li>✓ Electricity infills coverage improve telecommunication</li> <li>✓ Training centres</li> <li>✓ Sport complex</li> <li>✓ Art centres</li> <li>✓ Entertainment centre</li> </ul>
<b>3. Local Economic Development</b>	Unemployment	<ul style="list-style-type: none"> <li>✓ Promote community gardens and agriculture</li> <li>✓ Investment promotion</li> <li>✓ SMME /COOPS development</li> <li>✓ Skills development</li> </ul>
<b>4. Financial Viability and Financial Management</b>		
<b>5. Good Governance and Community Participation</b>		
<b>6. Cross cutting interventions (Spatial Development Framework)</b>	<ul style="list-style-type: none"> <li>✓ Strategic release of land</li> <li>✓ Promote release of privately owned land</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change the current settlement patterns</li> <li>✓ Enhance revenue base</li> <li>✓ Introduce incentives/rebates to private developers</li> </ul>



Priorities	Reasons
1. Job creation	<ul style="list-style-type: none"> <li>✓ Umuziwabantu municipality is in need of specialised skills</li> <li>✓ Job creation to alleviation poverty and reduction HIV/AIDS.</li> </ul>
2. Infrastructure development	<ul style="list-style-type: none"> <li>✓ Infrastructure Development such as roads, community facilities, water and sanitation, electricity.</li> <li>✓ Infrastructure development to attract investment</li> <li>✓ Maintenance of infrastructure is important</li> </ul>
3. Skills development	<ul style="list-style-type: none"> <li>✓ Skills development</li> <li>✓ It will assist in reducing unemployment</li> <li>✓ Identify the skills that exist and that are needed within the municipality</li> </ul>
4. Human Development	<ul style="list-style-type: none"> <li>✓ This will develop people holistically not only skills</li> <li>✓ Human development is holistic in that it does not only focus on skills but also other aspects such as life skills.</li> <li>✓ Workshops for the maintenance of community infrastructure</li> </ul>
5. Release of land	<ul style="list-style-type: none"> <li>✓ Need to release land strategically for potential investors</li> <li>✓ Land is essential for accomplish of municipal objectives</li> <li>✓ Need to release land to generate revenue</li> </ul>
6. Revenue enhancement	<ul style="list-style-type: none"> <li>✓ Need to attract investors to generate income for the municipality</li> <li>✓ Creation of revenue enhancement strategy</li> </ul>
7. Health (HIV/AIDS)	<ul style="list-style-type: none"> <li>✓ Promote of healthy lifestyle.</li> <li>✓ Construction community based health facilities e.g. clinics</li> </ul>



## F.5 Strategic objectives and Key Performance indicators

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
GOAL: 1.1 RESPONSIVE AND CAPACITATED LOCAL GOVERNMENT		
STRATEGIC OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR
<b>S.O 1.1</b> Promote participative, facilitative and accountable Governance.	<b>S 1.1</b> OPMS reviews and reporting	<ul style="list-style-type: none"> <li>Quarterly reports presented to EXCO</li> </ul>
	<b>S1.2</b> Development of the Annual Report	<ul style="list-style-type: none"> <li>Annual Report tabled to Council by 25 January</li> </ul>
	<b>S1.3</b> OPMS Reviews (SDBIP)	<ul style="list-style-type: none"> <li>Adopted Mid-Term performance report by 25 January.</li> </ul>
	<b>S 1.4</b> To ensure that the organizations finances are managed sustainably	<ul style="list-style-type: none"> <li>Produce Quarterly Internal Audit reports submitted to Audit Committee</li> </ul>
	<b>S1.5</b> Prepare Annual Performance Information to AG, COGTA and Treasury by 31 August.	<ul style="list-style-type: none"> <li>Submission of the adopted Annual Performance</li> </ul>
GOAL: 1.2 HUMAN RESOURCE DEVELOPMENT		
<b>S.O 1.2</b> Promote Participative, facilitative and accountable Governance.	<b>S1.5</b> To ensure implementation of Employment Equity Plan	<ul style="list-style-type: none"> <li>Number of employment of equity target groups.</li> </ul>
	<b>S1.6</b> To ensure expenditure of the municipality's budget spent on Workplace Skills Plan.	<ul style="list-style-type: none"> <li>% Municipal budget spent on implementing WSP.</li> </ul>
<b>S.O.1.3</b> To provide strong decisive leadership	<b>S1.7</b> Ensure appointment of skilled personnel	<ul style="list-style-type: none"> <li>Filling of all critical posts</li> </ul>



**KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT**

**GOALS 2.1 IMPROVE RURAL DEVELOPMENT AND INFRASTRUCTURE FOR ALL OUR COMMUNITIES.**

<b>S.O 2.1</b> To ensure proper management and maintenance of the existing infrastructure	<b>S. 2.1.1A</b> Develop and implement an Asset Maintenance and Rehabilitation Plan	<ul style="list-style-type: none"> <li>Adopted Asset, Maintenance and rehabilitation plan.</li> </ul>
	<b>S.2.1.1B</b> Ensure provision of Basic services to local communities	<ul style="list-style-type: none"> <li>Number of community services reports submitted on provision of basic services</li> </ul>
	<b>S.2.1.1.C</b> Review the Infrastructure Master Plan	<ul style="list-style-type: none"> <li>Date of adoption of the Infrastructure Master Plan</li> </ul>
<b>S.O 2.2</b> Provision of low cost housing	<b>S 2.1.2</b> KwaMbotho rural housing.	<ul style="list-style-type: none"> <li>Number of houses built</li> </ul>
	<b>S2.1.4</b> MaZakhele Phase 3	<ul style="list-style-type: none"> <li>Number of houses built</li> </ul>
	<b>S2.1.5</b> KwaJali Phase 2 rural housing	<ul style="list-style-type: none"> <li>Number of houses built</li> </ul>
	<b>S2.1.6</b> KwaMachi Phase 2	<ul style="list-style-type: none"> <li>Number of houses built</li> </ul>
<b>S.O 2.3</b> To ensure investment on infrastructure development and service delivery	<b>S2.1.7</b> Construction and Rehabilitation of Tuner and Shepstone Roads	<ul style="list-style-type: none"> <li>Number of KM's of roads constructed</li> </ul>
	<b>S2.1.8</b> Upgrade of municipal Land Fill site	<ul style="list-style-type: none"> <li>Completion date</li> </ul>
	<b>S2.1.9</b> Construction of Community Hall in Ward 5.	<ul style="list-style-type: none"> <li>Date of completion</li> </ul>
	<b>S.2.1.10</b> Construction of Callway Street (Ward3)	<ul style="list-style-type: none"> <li>Date of completion</li> </ul>
	<b>S.2.1.11</b> Erection of high masts in Ward4)	<ul style="list-style-type: none"> <li>Date Completion</li> </ul>
	<b>S.2.1.12</b> Construction of Bhudlu	<ul style="list-style-type: none"> <li>Date of completion</li> </ul>





	access road (ward9)	
	<b>S.2.1.13</b> Ensure maximum expenditure of Capital and MIG budgets.	<ul style="list-style-type: none"> <li>100% expenditure of Capital budget and MIG.</li> </ul>
<b>KPA: LOCAL ECONOMIC DEVELOPMENT</b>		
<b>GOAL 3.1 VIBRANT ECONOMIC DEVELOPMENT AND QUALITY SERVICES</b>		
<b>S 3.1</b>  To establish economic growth and development in all economic sectors with particular focus agriculture ,tourism & manufacturing	<b>S3.1.1</b> Local Economic Development and promotion	<ul style="list-style-type: none"> <li>Date of adoption of the LED reviewed strategy by council by 30 December 2015</li> </ul>
	<b>S3.1.2</b> Review of the Informal trading policy	<ul style="list-style-type: none"> <li>Date of adoption of the reviewed Informal trading policy</li> </ul>
	<b>S3.1.3</b> Provide capacity building through training	<ul style="list-style-type: none"> <li>Number of training programmes attended SMME's/CO'OPS</li> </ul>
	<b>S3.1.4</b> Job creation & poverty alleviation	<ul style="list-style-type: none"> <li>The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.</li> </ul>
	<b>S3.1.5</b> EPWP	The number of local jobs created through the Municipality's EPWP programme.
<b>KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT</b>		



**GOAL: 4.1 IMPROVED AND NEW REVENUE STREAMS**

<b>S 4.1</b> To ensure that the organization's finances are managed sustainably	<b>S4.1.1</b> Ensure annual cash flow management	<ul style="list-style-type: none"> <li>Submission of monthly statement of cash out flows and cash In-flows to Treasury by date</li> </ul>
	<b>S4.1.2</b> Implement proper Creditors & Payments Administration	<ul style="list-style-type: none"> <li>Percentage of invoices paid within 30 days from the receipt by creditors</li> </ul>
	<b>S4.1.3</b> The municipality ensures preparation of budget and compliance with all legislative requirements	<ul style="list-style-type: none"> <li>Date of approved Draft budget by 31/03/2016</li> </ul>
<b>S.O 4.2</b> To enhance revenue base and ensure financial viability and management	<b>S4.1.4</b> Generate Monthly Billing reports	<ul style="list-style-type: none"> <li>Number of Month end Billing Report generated by date</li> </ul>
	<b>S4.1.5</b> Improve Debt Collection (revenue Enhancement)	<ul style="list-style-type: none"> <li>% Reduction of the debtors book by date</li> </ul>
<b>S.O 4.3</b> To ensure a maximization of the municipality's resources in a sustainable manner	<b>S4.1.6</b> Continuous Update of asset register	<ul style="list-style-type: none"> <li>Updated GRAP compliant FAR on a monthly basis</li> </ul>
	<b>S4.1.7</b> Ensure compliance with Sec 71 & 72 Reports, National Treasury Reports & Statutory Returns.	<ul style="list-style-type: none"> <li>Monthly S 71 and In Year Monitoring Returns submitted by legislated deadline</li> </ul>
	<b>S4.1.8</b> Produce S72 report and submit to Council for adoption	<ul style="list-style-type: none"> <li>section 72 report is submitted to council not later than 20/01/2016</li> </ul>
<b>S.O 4.4</b> To ensure that the organization's finances are managed sustainably	<b>S4.1.9</b> the municipality ensures preparation of budget and compliance with all legislative requirements	<ul style="list-style-type: none"> <li>Prepare budget for 2016/17 financial year</li> </ul>
	<b>S4.1.10</b> Preparation and submission of annual financial statements to auditor general	<ul style="list-style-type: none"> <li>Prepare annual financial statements and submit to Auditor General</li> </ul>



## KPA: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

### GOAL 5.1: IMPROVE CUSTOMER SATISFACTION LEVELS

<b>S.O 5.1</b> To develop a strong institution to support consultative and participatory governance	<b>S5.1.1</b> Ensure ward committees are functional	<ul style="list-style-type: none"> <li>Number of Ward Committee meetings reports anticipated</li> </ul>
	<b>S5.1.2</b> Mayoral led IDP/Budget IZIMBIZO	<ul style="list-style-type: none"> <li>10 IDP/Budget IZIMBIZO</li> </ul>
<b>S.O 5.2</b> To provide a platform for wide range of economic and social choices and opportunities for youth in building unity and cohesion	<b>S5.1.3</b> Support of young people through Provision of tertiary registration.	<ul style="list-style-type: none"> <li>Final date of approval of beneficiary list by council/Committee.</li> <li>(Semester 1)</li> <li>(Semester 2)</li> </ul>
<b>S.O 5.3</b> Provision of a school support program	<b>S5.1.4</b> To organize Career Exhibition in partnership with DoE	<ul style="list-style-type: none"> <li>Number of Schools Attending Career Exhibition</li> </ul>
	<b>S5.1.5</b> Awareness campaign on Drug and Substance abuse.	<ul style="list-style-type: none"> <li>Number of planned campaigns</li> </ul>
	<b>S5.1.6</b> Convening of the youth seminar to properly plan youth programmes	<ul style="list-style-type: none"> <li>Date of the Youth Seminar</li> </ul>
<b>S.O 5.4</b> To ensure Prioritization of needs of the vulnerable groups	<b>S5.1.7</b> Organise campaigns to fight the scourge of HIV and AIDS	<ul style="list-style-type: none"> <li>Number of planned campaigns (HIV and AIDS)</li> </ul>
	<b>S5.1.8</b> Facilitate and coordinate Gender Programme	<ul style="list-style-type: none"> <li>Number of planned programmes</li> </ul>
	<b>S5.1.9</b> Implementation of and monitoring of Operation Sukuma Sakhe	<ul style="list-style-type: none"> <li>Submission of reports to DTT &amp; LTT (Operation Sukuma Sakhe)</li> </ul>



	programmes	
<b>S.O 5.5</b> Improve the Municipal Audit opinion and Accountability	<b>S5.1.10</b> Approved and implemented Audit plan	<ul style="list-style-type: none"> <li>Number of internal audit reports for submission to Audit Committee</li> </ul>
	<b>S5.1.11</b> Internal Audit to produce performance reports and submitted to Audit Committee	<ul style="list-style-type: none"> <li>Number of internal audit reports on performance to be submitted to AG</li> </ul>
<b>S.O.5.6</b> To develop a strong institution to support consultative and participatory local governance	<b>S5.1.12</b> Development of a Communication Strategy	<ul style="list-style-type: none"> <li>Date of adoption of Communication strategy</li> </ul>
<b>KPA: CROSS CUTTING INTERVENTIONS (SPATIAL, ENVIRONMENT DEVELOPMENT &amp; DISASTER MAN.)</b>		
<b>GOAL: 6.1 OVERCOMING THE SPATIAL DIVIDE THAT EXISTS BETWEEN URBAN AND RURAL COMMUNITIES</b>		
<b>S.O 6.2</b> Implementation of the land use management	<b>S6.1.2</b> Completion of municipal LUM SCHEME	<ul style="list-style-type: none"> <li>Date of completion</li> </ul>
<b>S.O6.3</b> To vigilantly plan and manage unforeseen natural disaster.	<b>S6.1.3</b> Establishment of a disaster sector plan	<ul style="list-style-type: none"> <li>Date adoption of reviewed disaster sector plan</li> </ul>
	<b>S6.1.4</b> Review of Disaster Management Plan	<ul style="list-style-type: none"> <li>30 June 2016</li> </ul>
	<b>S6.1.6</b> Date adoption of the waste management plan by Council.	<ul style="list-style-type: none"> <li>30 March 2016</li> </ul>

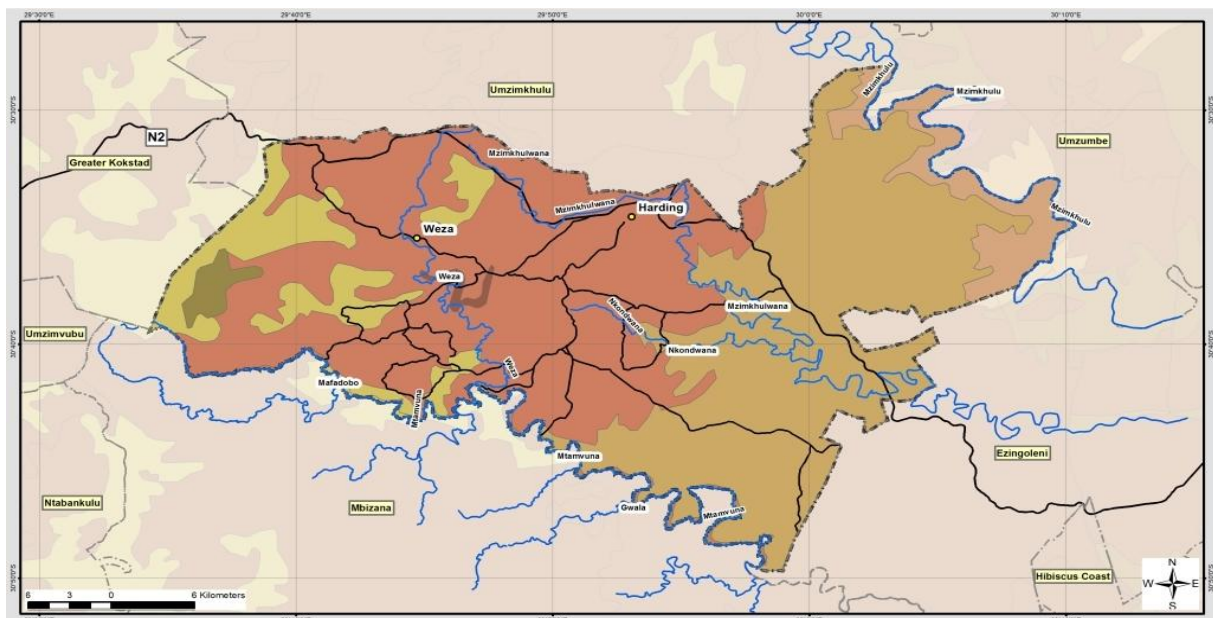
## SECTION G: STRATEGIC MAPPING

### G.1 ENVIRONMENTAL SENSITIVE AREAS

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

#### Geology & Typology

The geology of Umuziwabantu Municipality is diverse and these geology types such as basalts, granites, sandstones, shale and tiilites influence the topography and scenary of the area. The shales are usually strong and are easily erodible once exposed which is a problem.

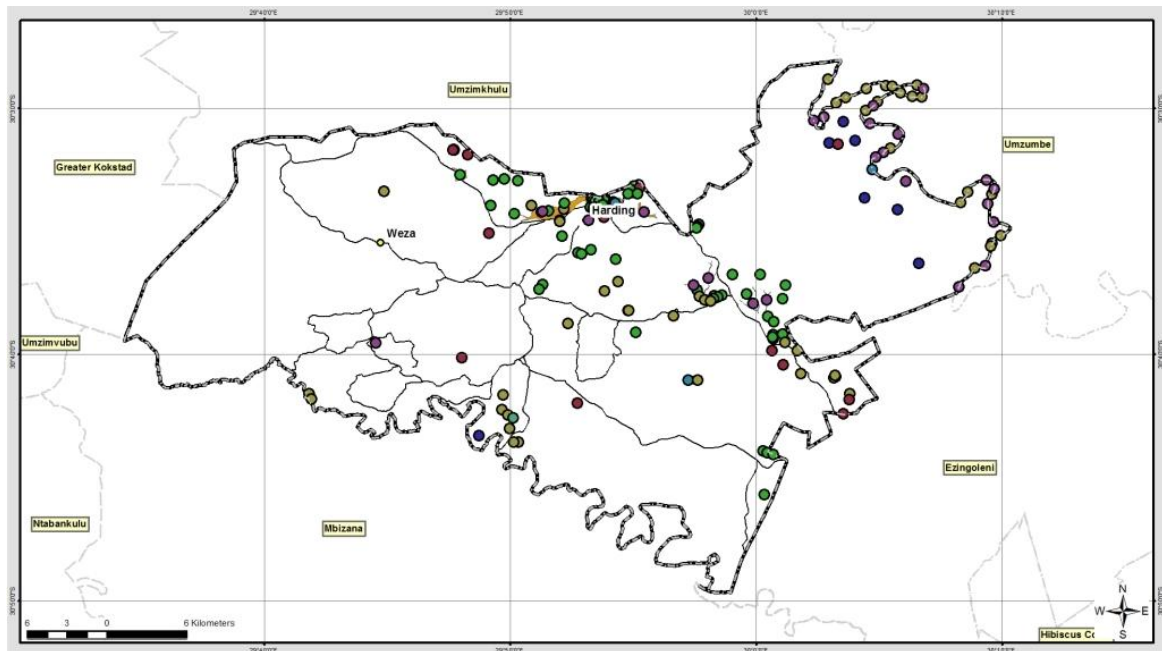


**Map 19: Drainage & Surface Water Features**

Umuziwabantu Municipality has five major rivers viz. Umtamvuna, Umzimkulu, Mzimkulwana River, Nkondwana and Weza River. The proximity and susceptibility of anthropogenic interference from irrigated agriculture and commercial forestry and subsequent the industries such as the saw and sugar mills, pulp and paper factories have cause the conditions of the rivers to be degraded.

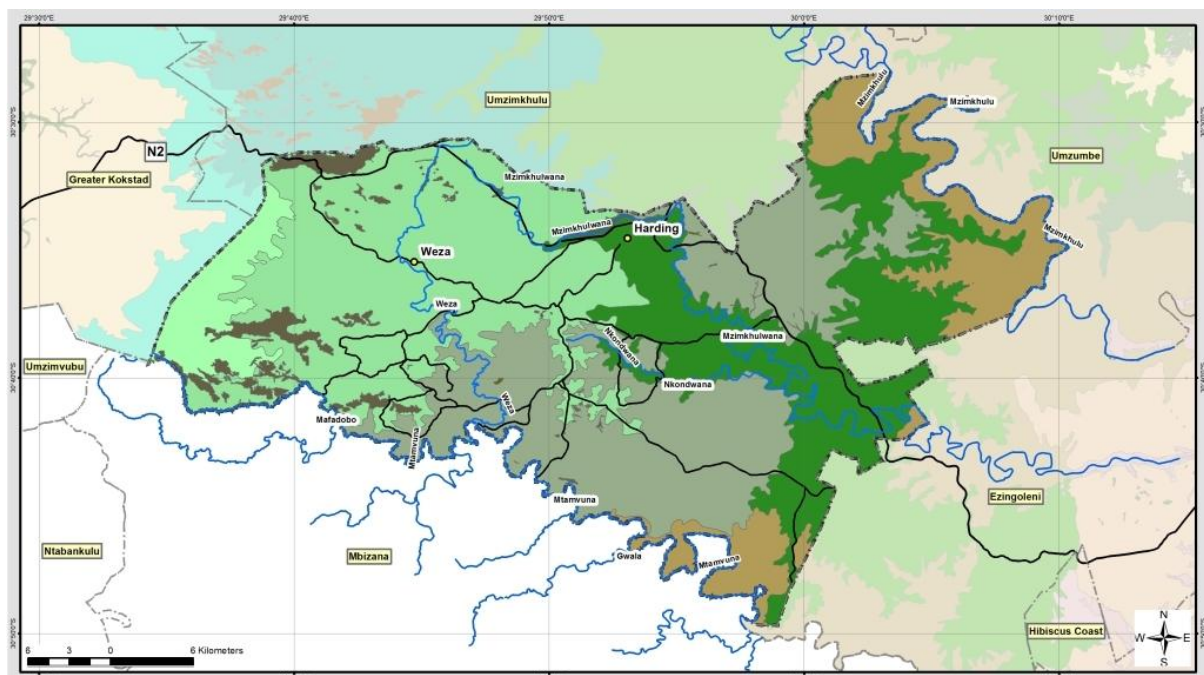
#### Wetlands

There are a number of wetlands which have been identified across the municipal jurisdiction as per map below:



**Map 20: Vegetation Types**

Due to heavy rainfall in the area and the diversity in landscape features have created a variety of moisture environments and vegetation types in Umuziwabantu. The vegetation type map is shown below (Map..) and is described in a Table.



**Map 21: MBSP Vegetation Types 2006 Source: SANBI, )**





VEG TYPE NAME	SANBI CODE	BIOME	CONSERVATION STATUS	DISTRIBUTION
Drakensberg Foothill Moist Grassland	GS 10	Grassland	Least Threatened	Gently sloping valley bottoms.
Dry Coast Hinterland Grassland	GS 19	Savanna	<b>Vulnerable</b>	Undulating plains and hilly landscape mainly associated with drier coast hinterland valleys.
Midlands Mistbelt Grassland	Gs 9	Grassland	<b>Endangered</b>	Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp formed by dolerite intrusions.
Moist Coast Hinterland Grassland	Gs 20	Grassland	<b>Endangered</b>	Rolling and hilly landscape.
Eastern Valley Bushveld	SVs 6	Savanna	Least Threatened	Steep north-facing slopes.
Eastern Mistbelt Forest	FOz 3	Forrest	<b>Endangered</b>	Low-altitude scarps.
Freshwater Wetlands: Eastern Temperate Wetlands	AZf 3	Wetland	<b>Vulnerable</b>	Flat landscape of shallow depressions.
Freshwater Wetlands: Subtropical Freshwater Wetlands	AZf 6	Wetland	<b>Vulnerable</b>	Along edges of often seasonal pools in Aeolian depressions as well as fringing alluvial backwater pans or artificial dams.
Alluvial Wetlands: Temperate Alluvial Vegetation	AZo	Wetland	<b>Vulnerable</b>	Shallow depressions, often found on old alluvial terraces of rivers.

## Land Degradation

The land degradation in Umuziwabantu is impacted by the settlement patterns, farming and commercial plantation activities. Supplementary factors contributing to land degrading is according to SEA Status Quo Report – August, 2010.





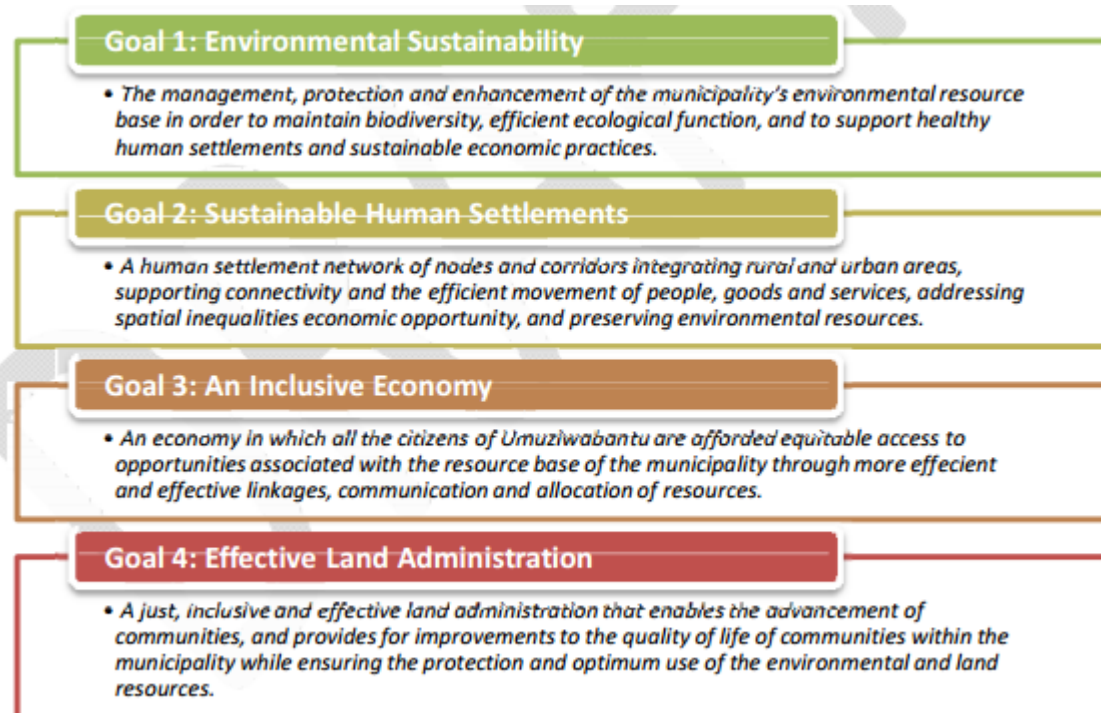
## G.2 DESIRED SPATIAL OUTCOMES

The Municipality as looked at a long-term strategic framework which will give guidance in the direction to take for the development of the municipality for the next twenty five years. This is will then give guidance to the short-meduim term development programme outlined in the IDP. The long term development framework has a strategic intent to describing the municipal desired special outcomes by identifying various concepts which will contribute in shaping this vision.

In unpacking the Umuziwabantu's vision its people's centred through ensuring that high level of service delivery is required in order to attract investment and economic development as a result improving employment rate and quality of life.

Primary goal of SDF

There are four primary goals that have been identified which form the mainframe of strategy framework. These are informed by a set of normative principles and spatial planning concepts . These four goals are as follows:



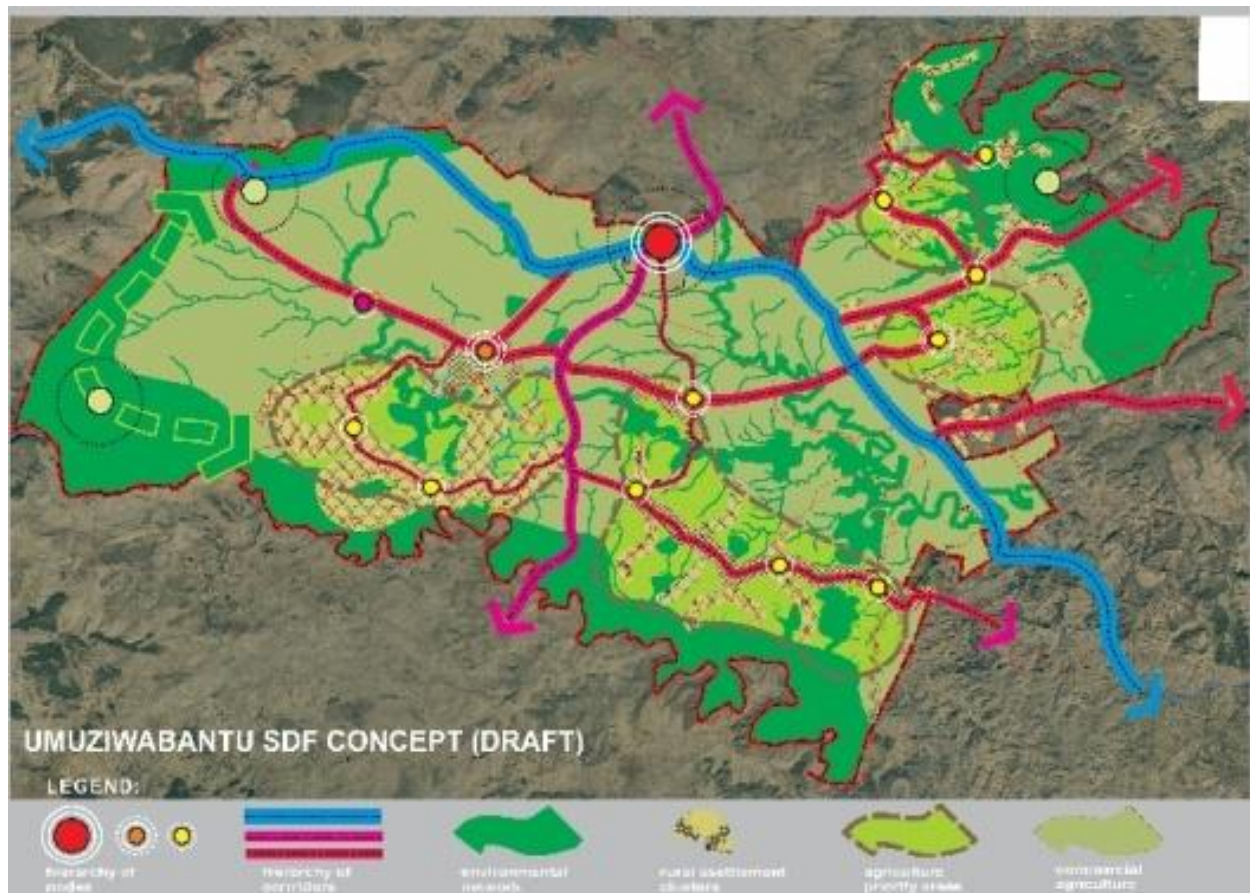
### Long Term Spatial Development Concept

The concept has been inform by a number of principles identified and expresses the key spatial structuring components to inform the spatial strategies and therefore being transformed to a detailed Spatial Development Framework. The core principles were:

- Hierarchy of nodes
- Hierarchy of corridors
- Environmental Network



- Commercial /Intensive Agriculture
- Urban Area
- Rural Settlements
- Agricultural Priority Areas



Map 22: SDF concept

### G.3 DESIRED SPATIAL FORM AND LAND USE

The desired spatial form and land use is informed by the core strategies which inform the SDF. As mentioned the four primary goals were as follows:

- Goal 1 : Environmental Sustainability
- Goal 2: Sustainable Human Settlements
- Goal 3: Inclusive Economic Development
- Goal 4: Effective Land Administration



We are then going to look at each goal which will have a set of objectives and interventions identified.

#### Goal 1: Environmental Sustainability

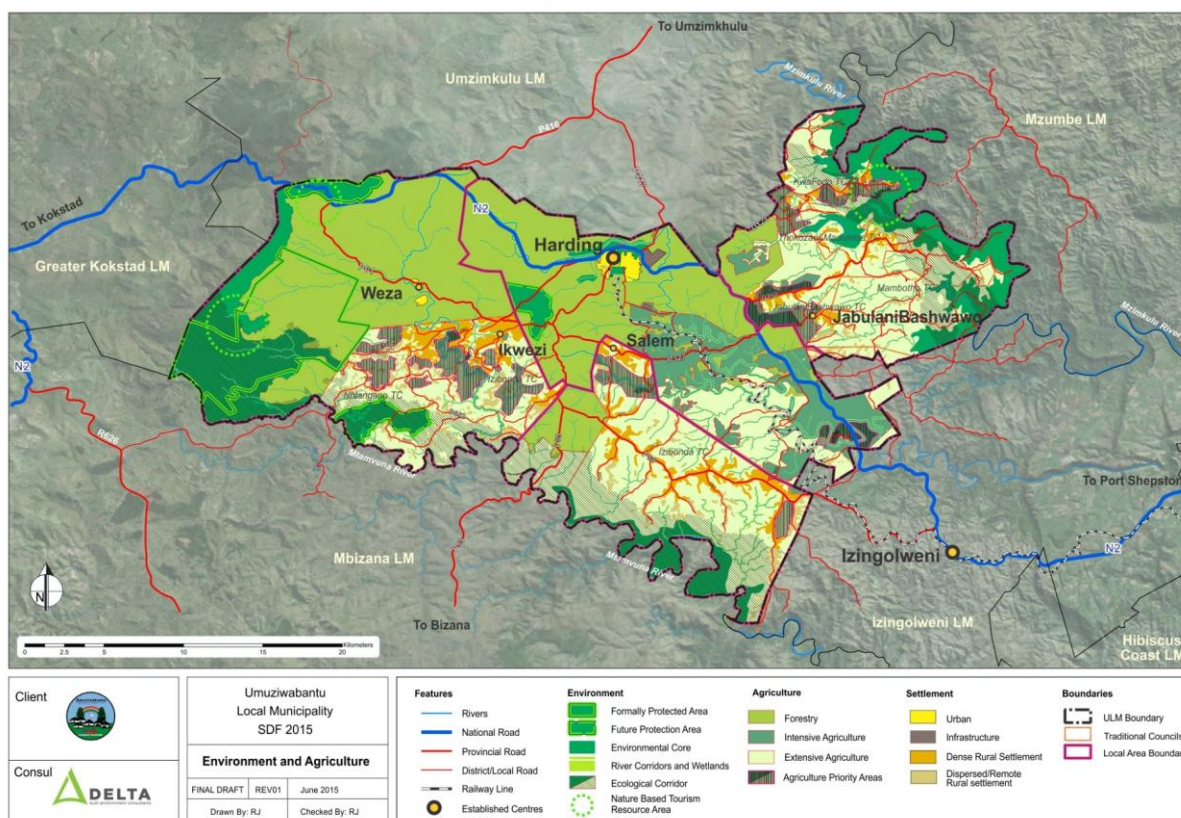
The strategic goal of the environmental strategy is ***“The management, protection and enhancement of the municipality’s environmental resource base in order to maintain biodiversity, efficient ecological function, and to support healthy human settlements and sustainable economic practices.”***

The objectives of the Goal 1 as follows:



Below is a Map showing the Agriculture and Environmental Strategy, it shows where intensive and extensive agriculture should take place, it depicts the ecological corridors and where should we protect our areas.





Map 23: Sustainable Human Settlement

The second primary goal consist of development of sustainable human settlement system across the municipality which will create a linkage between urban and rural areas. The goal for this strategy area is:

***“A diverse human settlement network of nodes and corridors connecting rural and urban areas and people with goods and services, while addressing spatial inequalities, developing economic opportunity and preserving environmental resources.”***

The network of nodes and corridors will re-structure Umuziabantu through directing growth and investment across the municipality in order to develop an efficient, dynamic and sustainable long-term future for the municipality.

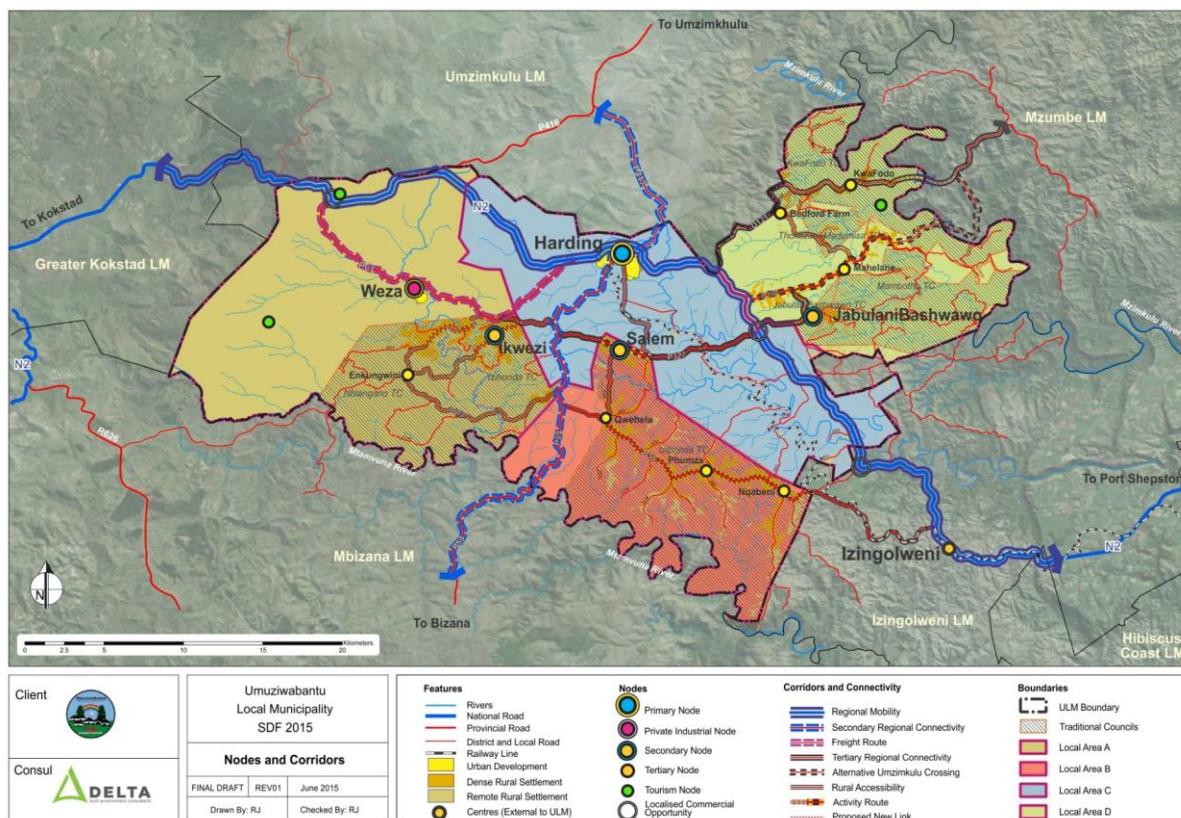
The following strategic objectives respond to the overarching goal of this goal area:



## GOAL 2: SUSTAINABLE HUMAN SETTLEMENTS

- **Objective 2.1:** A built environment structured around an investment network of **nodes and corridors** to allow for the more efficient and sustainable provision of services and more diversified economic activity.
- **Objective 2.2:** The development and maintenance of **Harding** as the primary urban settlement node supporting high order land use and economic activity and services to the region.
- **Objective 2.3:** The development of a sustainable and diversified **continuum of human settlements** from compact urban towns to dispersed rural settlement all providing for a range of lifestyle and housing opportunities.
- **Objective 2.4:** The provision of municipal **services** which enhance the quality of life of Umuziabantu citizens, are affordable, sustainable and promote economic advancement.
- **Objective 2.5:** The development of an efficient **transport and connectivity network** with appropriate infrastructure and services to allow for the efficient movement of people and goods connecting across the municipality and connecting the municipality with the broader region.
- **Objective 2.5:** The identification and preservation of **heritage** resources.

Below is the SDF Nodes and Corridors:



Map 24: Inclusive Economic Development

The SDF wants to promote the conducive conditions to ensure more equitable wealth generation through the expansion of economic opportunities for all communities in the municipality. The primary goal for this strategy:

***“An economy in which all the citizens of Umuziwabantu are afforded equitable access to opportunities associated with the resources base of the municipality through more efficient and effective linkages, communication and use of resources.”***

The following strategic objectives respond to the overarching goal of this strategy:





### GOAL 3: EQUITABLE ECONOMIC DEVELOPMENT

- **Objective 3.1:** The more optimal utilisation of agricultural land resources in community owned land through more centralised farming methods, diversification and beneficiation
- **Objective 3.2:** Development and expansion of local industry through local beneficiation of agricultural and timber products.
- **Objective 3.3:** Expansion of local skills and human capital through development of centres of enterprise, research, and training focused on identified opportunity areas related to the local resource base.
- **Objective 3.4:** The development of an integrated body of tourism products based on yielding the best benefit from the municipality's natural and cultural heritage resources.

### Goal 4 – Effective Land Administrative

It's imperative that Umuziwabantu develops an effective capacity in land administration in order for the spatial vision to be achieved. The strategies identified within the SDF must be implemented systematically as per the spatial and timing priorities determined herein. Thus, establishment of an effective system for land use management and spatial planning. The primary strategic goal of the land administration strategy will be:

***“A just, inclusive and effective land administration that enables the advancement of communities, and provides for improvements to the quality of life of communities while ensuring the protection and optimum use of the environmental and land resources.”***

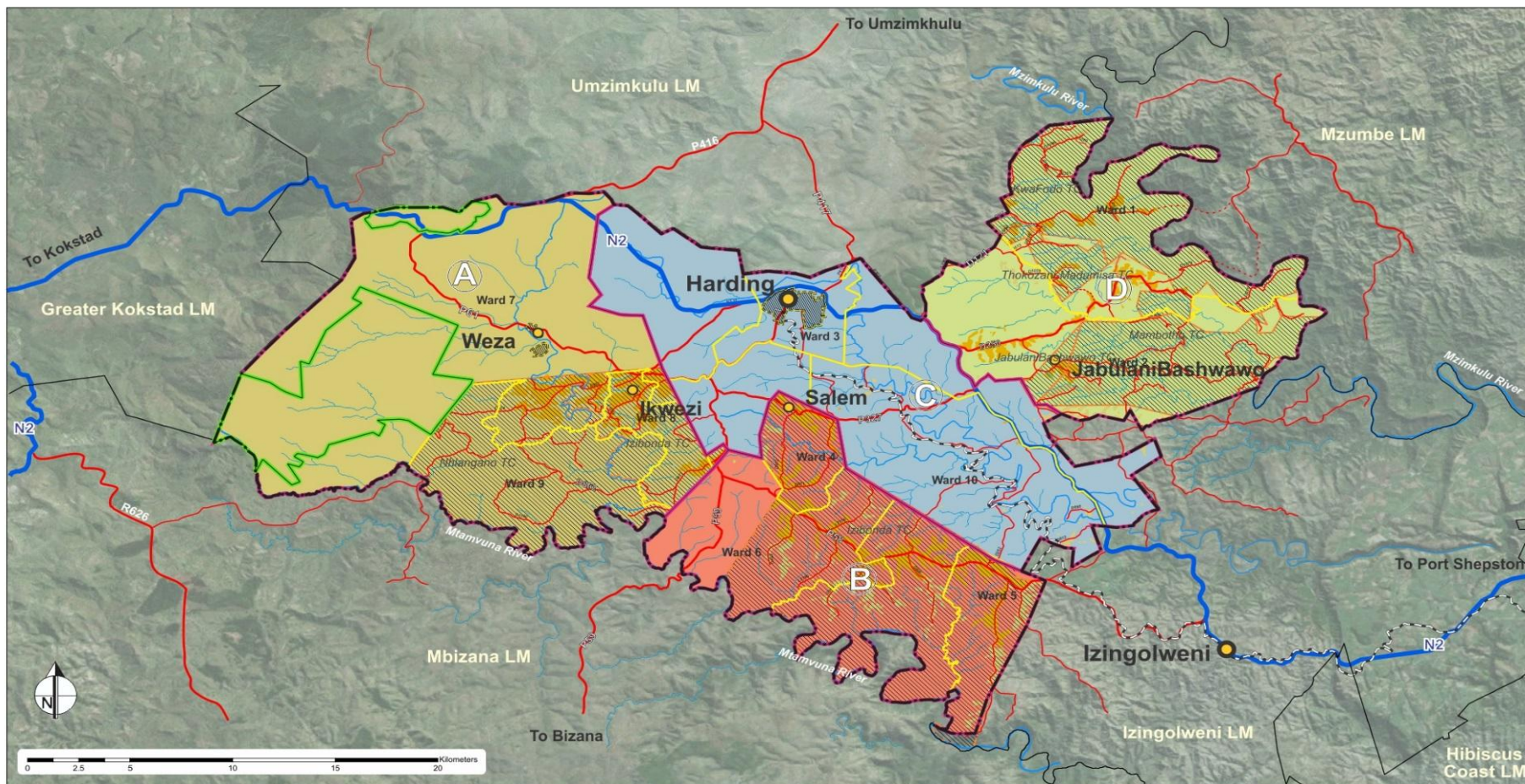
The strategic objectives are as follows:



### GOAL 4: EFFECTIVE LAND ADMINISTRATION

- **Objective 4.1:** The deeper involvement of local communities within applied planning systems through development of an area-based planning strategy and an improved communication and participation structure.
- **Objective 4.2:** The development of spatial intelligence, knowledge and effective spatial planning tools required for more sophisticated local planning and management.
- **Objective 4.3:** The establishment of a hierarchy of plans approach to address more detailed planning required for different areas within the municipality.

The Map depicts the Land Administration and Planning:



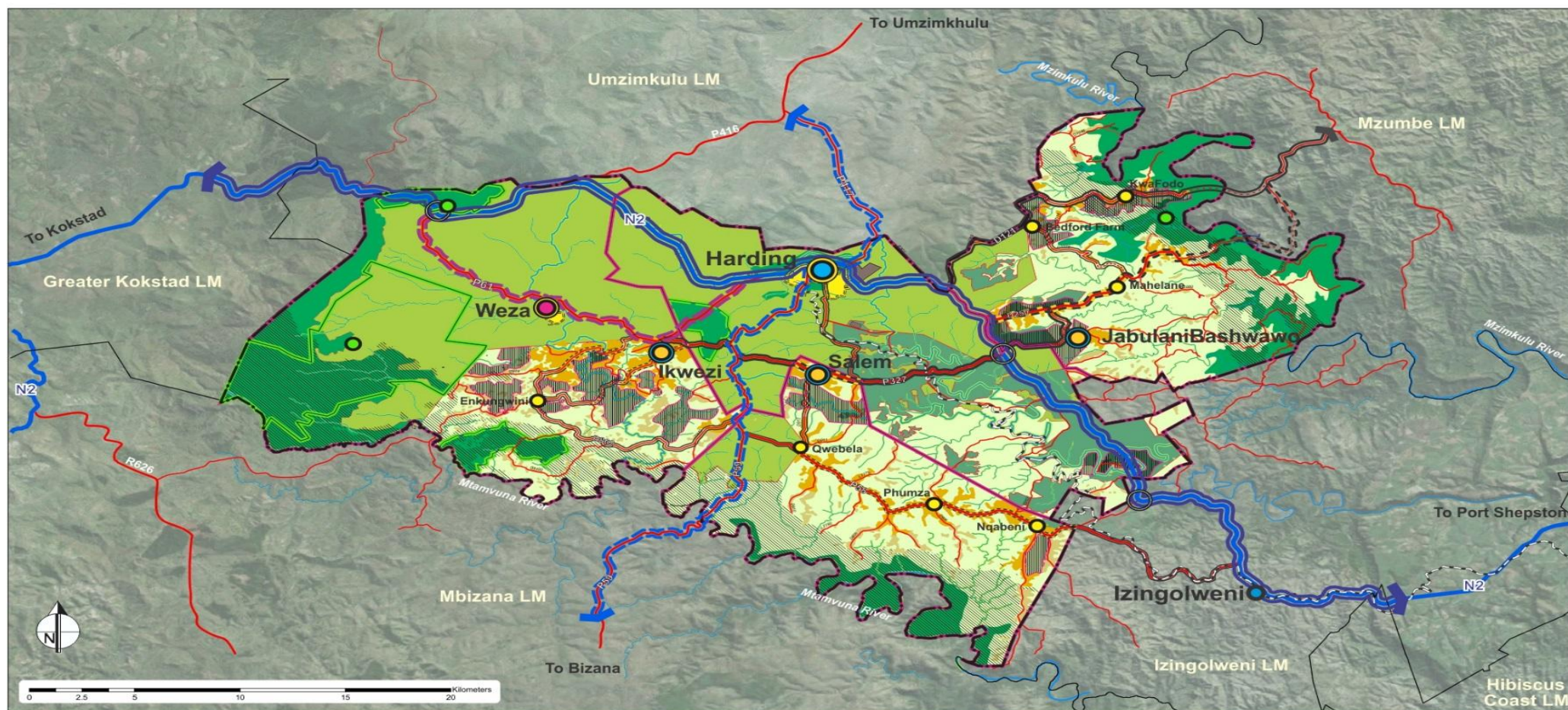




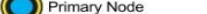



































Client 	Umuziwabantu Local Municipality SDF 2015		
Consul 	<b>Land Administration and Planning</b>		
FINAL DRAFT	REV01	June 2015	
Drawn By: RJ		Checked By: RJ	

Boundaries	Features	Local Area / Area Based Planning Boundaries
ULM Boundary	Established Centres	Local Area A (Wards 8 and 9 and portion of 7)
Local Area Planning	Rivers	Local Area B (Wards 4 and 5, and portions of 6 and 10)
Local Ward Boundaries	National Road	Local Area C (Ward 3 and portions of 2, 6 and 7)
Traditional Councils	Provincial Road	Local Area D (Ward 1 and portion of ward 2)
Formally Protected Area	District and Local Road	
Urban Development Line	Railway Line	

Map 25: Land Administration and Planning





<div>Client</div> <div></div>	<div>Umuziwabantu Local Municipality SDF 2015</div>	<div>Nodes</div> <div><div> Primary Node</div><div> Private Industrial Node</div><div> Secondary Node</div><div> Tertiary Node</div><div> Tourism Node</div><div> Localised Commercial Opportunity</div></div>	<div>Corridors and Connectivity</div> <div><div> Regional Mobility</div><div> Secondary Regional Connectivity</div><div> Freight Route</div><div> Tertiary Regional Connectivity</div><div> Rural Accessibility</div><div> Activity Route</div><div> Proposed New Link</div><div> Alternative Umzimkhulu Crossing</div></div>	<div>Environment and Agriculture</div> <div><div> Plantation</div><div> Intensive Agriculture</div><div> Extensive Agriculture</div><div> Environmental Core</div><div> River Corridors and Wetlands</div><div> Ecological Corridor</div><div> Agriculture Priority Areas</div></div>	<div>Boundaries</div> <div><div> Protected Area</div><div> Future Conservation</div><div> Urban Development</div><div> Infrastructure</div><div> Dense Rural Settlement</div><div> Remote Rural settlement</div></div> <div><div> ULM Boundary</div><div> Local Area Planning</div><div> Urban Development Line</div><div> LM Boundaries</div><div> Rivers</div><div> National Road</div><div> Provincial Road</div><div> Railway Line</div><div> Centres (External to ULM)</div></div>
<div>Consul</div> <div></div>	<div>Spatial Development Framework</div> <div><div>FINAL DRAFT</div><div>REV01</div><div>June 2015</div></div> <div><div>Drawn By: RJ</div><div>Checked By: RJ</div></div>				

Map 26: Spatial Development Framework (SDF)



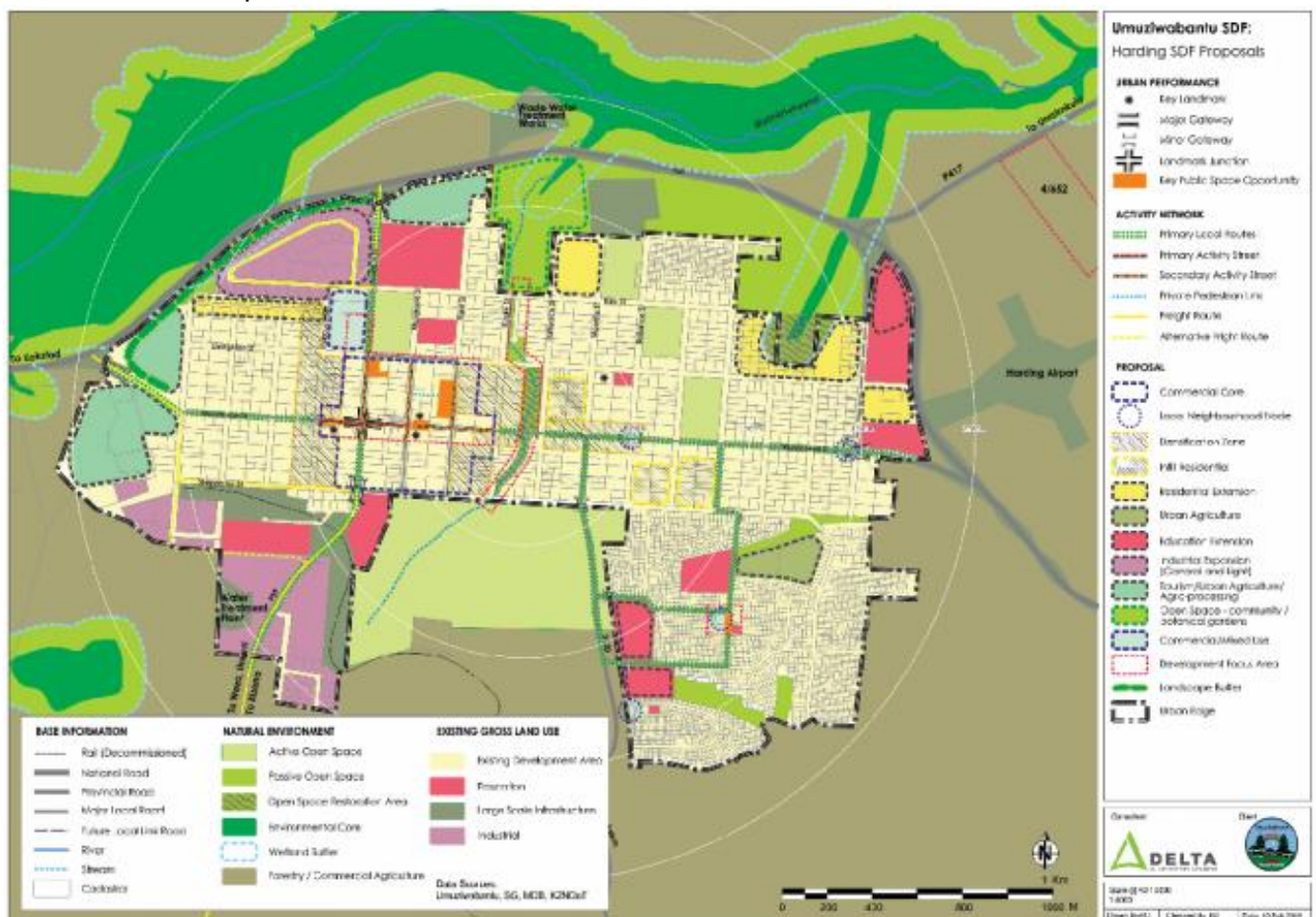
## G.4 SPATIAL RESTRUCTURING OF THE MUNICIPALITY

In this section deals with spatial (re) structuring and development guidelines. The guidelines have assisted in providing a conceptual detail specifically to spatial planning and urban design consideration implied in the strategy to guide interventions required.

This section provides a guideline for Harding Development Proposals and Areas under Transition from Rural to Urban Settlement.

### Harding Development Proposals

As identified in strategy 2.2 Harding functions as the primary economic and services node in the municipality. Its function in this regards must be supported and strengthened although Harding demonstrates a fairly vibrant economy, it suffers a number of functional problems which must be addressed in order to attract investment and to deepen levels of economic activity and community development. Accordingly, development proposals have been generated for Harding and captured below on Map 27.



Map 27: Harding development proposals



### Areas Under Transition From Rural To Urban

SDF promotes the development of a system of nodes and corridors as a primary tool for shaping human settlement across the municipality. These include several nodal points in areas which can be classified as rural settlement. However, due to the overall scale of these settlements, the continuing expansion of these areas, and the need to manage growth appropriately, a number of these nodal points can be considered as areas which are transitioning from rural to urban settlement and which in the longer term will achieve more formalised development with a higher level of services within their core areas. The transition from rural settlement to urban settlement must support the objectives of increased efficiency, ecological and social sustainability, greater economic opportunity and also increased choice around lifestyle and livelihoods within areas which are currently considered to be rural.

In order to achieve these objectives, various strategies are required and include the following:

- **Compaction and densification:** compaction and densification refer to processes which support more intensive development and results in increased population within a given area. Compaction involves increasing the density of development through more effective use of space. This could for instance involve subdivision of properties, designing smaller site sizes, allowing increased building bulk and height, and reducing the area required for road reserves and other facilities through more careful design.
- **Containment:** an urban edge is a tool for containing the horizontal expansion of urban settlements. The delineation and application of an urban edge defines an area within which urban standards of services will be provided and is based on population and land use growth projections over a period of time. Development must not be allowed to leapfrog this edge.
- **Resource Protection:** areas which are identified as either important areas of biodiversity or are required to support ecological function, as well as areas which demonstrate relative significance for agricultural production, must be identified and protected. Such areas must be protected from the impact of housing, and related land uses and development. These areas can be protected through conservation measures and through zoning in the municipality's scheme.

A hierarchy of nodes must develop over time with the role of each node developing in relation to the proposed size of the node, the scale of the catchment area, the complexity of land uses promoted, and the range of facilities proposed.



Nevertheless, all nodes are targeted for more compact development in order to promote a more efficient settlement form, provide housing variety, and to develop the thresholds to support higher order economic uses. The development of compact cores at different scales supports the formation of centres which Conventionally are identified as towns, villages and hamlets.

The areas of Ikwezi, Salem and Bashaweni all suggest settlement areas which are transitioning from rural settlements towards small rural towns. Compaction within the core will promote the conditions appropriate for the delivery of urban standards of municipal services, the development of higher order economic and social services and greater variety of housing choices.

#### Challenges to Compaction

Achieving these conditions has a number of challenges.

- **Tenure:** ideally freehold tenure within defined areas should be achieved if households or businesses are to be encouraged to invest in these nodes. Alternatively, long-term lease agreements should be generated.
- **Redevelopment:** compaction will require the redevelopment of land within the identified urban edge. This will involve reducing the size of existing plots to allow densification
- **Land use:** this process will require careful rationalisation of land use. The layouts should be generated for these areas and general plans with individual subdivisions established.
- **Cultural Practise:** existing traditional cultural practises will need to adapted to accommodate compaction and densification. A compact, denser environment (smaller plots and attached housing) may not accommodate all aspects of traditional culture. Nevertheless, a greater variety of housing options will provide for a wider range of needs including short to medium-term housing, housing for doctors, nurses and other community-related service professionals who need short tenure accommodation.

## SECTION H: SECTOR INVOLVEMENT / SECTOR PLANS

### SECTOR PLANS

The municipality realises the need for integration of sector plans in order to achieve cross sectional development that is informed from all spheres of government the following has list is hereby outline below with status quo of the plans development.

PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
Workplace Skills Development Plan	Completed and was done internally	Municipality
Waste Management Plan (WMP)	Council has been work shopped on the Integrated Waste Management Plan	Municipality & DEAT, DAEA & UGu
Disaster Management Plan	Being developed R250 000	Municipality
Land Use Management Scheme	Complete. Funds required for review and implementation of the scheme.	Municipality
Local Economic Development (LED)n Strategy	LED strategy is in place and is being reviewed to be adopted in 201516 financial year.	Municipality;



PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
LED Funding policy	Policy has been adopted	Municipality
Spatial Development Framework	SDF has been developed by DELTA (consultant) and COGTA.	Municipalities, DELTA and COGTA
Housing Sector Plan	Complete	DOHS and Municipality
HIV & AIDS strategy.	Adopted plan used by St. Andrews	Department of Health
Risk Management Plan	Has been developed	Municipality
Internal skills Audit	Complete	Municipality
Skills Development Plan.	Reviewed Annually	Municipality
Property Rates Policy	Reviewed Annually	Municipality
Credit control and debt collection policy.	Reviewed Annually	Municipality
Supply Chain Management Policy.	Reviewed Annually	Municipality
Preferential procurement policy	Reviewed Annually	Municipality





PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
HR Policies	Reviewed Annually	Municipality
Town Planning By-laws	Developed out for public comments	Municipality and UGu shared services
Indigent Policy	Reviewed Annually	Municipality
Asset Management Policy	Reviewed Annually	Local municipality
National TB Management guidelines 2014	In place	DOH
Sexually transmitted infections guidelines 2015	In place	DOH
ART Consolidated guideline	In place	DOH
St. Andrews Operational Plan	Adopted and is been implemented	DOH



## SECTION I: FINANCIAL PLAN

Description	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
<b>Revenue</b>							
<b>Municipal governance and administration</b>	<b>40,466</b>	<b>49,483</b>	<b>53,069</b>	<b>53,069</b>	<b>58,066</b>	<b>56,611</b>	<b>59,992</b>
Executive and council <i>Mayor and Council</i>	18,466	19,423	19,737	19,737	22,215	23,532	24,944
<i>Municipal Manager</i>	10,957	11,615	11,615	11,615	13,015	13,780	14,607
	7,508	7,808	8,122	8,122	9,200	9,752	10,337
Budget and treasury office	18,574	24,302	27,574	27,574	24,900	22,479	23,812
Corporate services <i>Information Technology</i>	3,427	5,758	5,758	5,758	10,951	10,600	11,236
<i>Other Admin</i>	1,238	1,312	1,312	1,312	1,500	1,590	1,685
	2,189	4,446	4,446	4,446	9,451	9,010	9,551
<b>Community and public safety</b>	<b>7,529</b>	<b>8,119</b>	<b>8,224</b>	<b>8,224</b>	<b>15,867</b>	<b>16,089</b>	<b>14,185</b>
Community and social services <i>Libraries and Archives</i>	<b>3,561</b>	<b>3,859</b>	<b>3,859</b>	<b>3,859</b>	<b>10,596</b>	<b>11,175</b>	<b>8,977</b>
<i>Community halls and Facilities</i>	640	675	675	675	738	777	817
<i>Cemeteries &amp;</i>	2,293	2,463	2,463	2,463	8,650	9,118	6,803



<i>Crematoriums</i>	628	721	721	721	1,208	1,280	1,357
<i>Sport and recreation</i>	2,563	2,770	2,770	2,770	3,004	3,184	3,376
<i>Public safety</i>	<b>487</b>	<b>516</b>	<b>621</b>	<b>621</b>	<b>1,235</b>	<b>636</b>	<b>674</b>
<i>Fire</i>	487	516	621	621	1,235	636	674
<i>Housing</i>	<b>918</b>	<b>973</b>	<b>973</b>	973	<b>1,031</b>	<b>1,093</b>	<b>1,159</b>
<b><i>Economic and environmental services</i></b>	<b>48,188</b>	<b>13,656</b>	<b>13,600</b>	<b>13,600</b>	<b>37,864</b>	<b>42,423</b>	<b>41,176</b>
<i>Planning and development</i>	<b>2,615</b>	<b>2,410</b>	<b>2,410</b>	<b>2,410</b>	<b>4,650</b>	<b>4,613</b>	<b>4,876</b>
<i>Economic Development/Planning</i>	2,474	2,260	2,260	2,260	4,491	4,444	4,698
<i>Town Planning/Building enforcement</i>	141	150	150	150	159	168	179
<i>Road transport</i>	<b>45,573</b>	<b>11,246</b>	<b>11,190</b>	<b>11,190</b>	<b>33,214</b>	<b>37,810</b>	<b>36,300</b>
<i>Roads</i>	41,196	6,007	6,007	6,007	27,688	31,953	30,091
<i>Vehicle Licensing and Testing</i>	4,377	5,239	5,183	5,183	5,526	5,857	6,209
<b><i>Trading services</i></b>	<b>30,236</b>	<b>45,045</b>	<b>47,535</b>	<b>47,535</b>	<b>48,075</b>	<b>51,544</b>	<b>47,264</b>
<i>Electricity</i>	<b>26,175</b>	<b>39,298</b>	<b>41,963</b>	<b>41,963</b>	<b>39,825</b>	<b>39,910</b>	<b>40,927</b>
<i>Electricity Distribution</i>	26,175	39,298	41,963	41,963	39,825	39,910	40,927
<i>Waste management</i>	<b>4,060</b>	<b>5,747</b>	<b>5,572</b>	<b>5,572</b>	<b>8,250</b>	<b>11,633</b>	<b>6,337</b>
<i>Solid Waste</i>							



	4,060	5,747	5,572	5,572	8,250	11,633	6,337
<b>Other</b>	<b>1,273</b>	<b>1,188</b>	<b>1,261</b>	<b>1,261</b>	<b>1,952</b>	<b>2,069</b>	<b>2,194</b>
Tourism	1,273	1,188	1,261	1,261	1,952	2,069	2,194
<b>Total Revenue</b>	<b>127,692</b>	<b>117,490</b>	<b>123,688</b>	<b>123,688</b>	<b>161,824</b>	<b>168,736</b>	<b>164,810</b>
<b>Expenditure</b>							
<b>Municipal governance and administration</b>	<b>30,598</b>	<b>43,170</b>	<b>50,580</b>	<b>50,580</b>	<b>54,837</b>	<b>58,112</b>	<b>61,565</b>
Executive and council	14,123	17,295	17,436	17,436	18,647	19,766	20,952
Mayor and Council	8,190	9,370	9,465	9,465	10,145	10,754	11,399
Municipal Manager	5,934	7,925	7,970	7,970	8,503	9,013	9,554
Budget and treasury office	10,964	15,518	22,976	22,976	24,841	26,355	27,901
Corporate services	5,510	10,357	10,168	10,168	11,348	11,991	12,711
Human Resources	441	1,135	1,131	1,131	1,361	1,402	1,486
Information Technology	301	731	681	681	697	742	787
Other Admin	4,768	8,491	8,356	8,356	9,290	9,848	10,438
<b>Community and public safety</b>	<b>6,197</b>	<b>9,922</b>	<b>9,205</b>	<b>9,205</b>	<b>12,541</b>	<b>17,528</b>	<b>18,573</b>
Community and social services	3,000	5,975	5,499	5,499	7,655	12,293	13,030
Libraries and Archives							



2016/2017



	777	1,226	1,092	1,092	1,169	1,294	1,372
<i>Community halls and Facilities</i>	1,176	3,569	3,228	3,228	5,278	9,718	10,301
<i>Cemeteries &amp; Crematoriums</i>	1,046	1,180	1,180	1,180	1,208	1,280	1,357
<i>Sport and recreation</i>	2,988	2,966	2,774	2,774	3,919	4,242	4,497
<i>Public safety</i>	<b>209</b>	<b>618</b>	<b>568</b>	<b>568</b>	<b>579</b>	<b>582</b>	<b>610</b>
<i>Fire</i>	24	477	427	427	426	420	438
<i>Street Lighting</i>	185	142	142	142	153	162	172
		<b>363</b>	<b>363</b>	363	<b>388</b>	<b>411</b>	<b>436</b>
<i>Housing</i>	<b>15,702</b>	<b>16,923</b>	<b>15,661</b>	<b>15,661</b>	<b>15,368</b>	<b>16,282</b>	<b>17,246</b>
<i>Economic and environmental services</i>	<b>3,514</b>	<b>4,020</b>	<b>4,376</b>	<b>4,376</b>	<b>4,406</b>	<b>4,588</b>	<b>4,850</b>
<i>Planning and development</i>	3,460	3,865	4,305	4,305	4,331	4,508	4,765
<i>Economic Development/Planning</i>	54	155	72	72	76	80	85
<i>Town Planning/Building enforcement</i>	<b>12,188</b>	<b>12,903</b>	<b>11,285</b>	<b>11,285</b>	<b>10,962</b>	<b>11,695</b>	<b>12,396</b>
<i>Road transport</i>	6,744	7,083	4,990	4,990	5,271	5,483	5,812
<i>Roads</i>	5,444	5,820	6,295	6,295	5,691	6,212	6,585
<i>Vehicle Licensing and Testing</i>	<b>30,140</b>	<b>46,451</b>	<b>46,740</b>	<b>46,740</b>	<b>44,153</b>	<b>43,615</b>	<b>46,232</b>
<i>Trading services</i>							
<i>Electricity</i>							



<i>Electricity Distribution</i>	<b>25,589</b>	<b>40,820</b>	<b>41,457</b>	<b>41,457</b>	<b>35,904</b>	<b>38,044</b>	<b>40,326</b>
	25,589	40,820	41,457	41,457	35,904	38,044	40,326
Waste management	<b>4,550</b>	<b>5,631</b>	<b>5,284</b>	<b>5,284</b>	<b>8,250</b>	<b>5,572</b>	<b>5,906</b>
<i>Solid Waste</i>	4,550	5,631	5,284	5,284	8,250	5,572	5,906
<b>Other</b>	<b>701</b>	<b>1,025</b>	<b>1,505</b>	<b>1,505</b>	<b>3,902</b>	<b>5,189</b>	<b>6,086</b>
Tourism	701	1,025	1,505	1,505	3,902	5,189	6,086
<b>Total Expenditure - Standard</b>	<b>83,336</b>	<b>117,490</b>	<b>123,690</b>	<b>123,690</b>	<b>130,801</b>	<b>140,727</b>	<b>149,702</b>

## SECTION J: IMPLEMENTATION PLAN

### UMUZIWABANTU MUNICIPALITY'S IMPLEMENTATION PLAN

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
Objective	Strategies	Performance Indicators	YEAR 1 2012/2013	YEAR 2 2013/2014	YEAR 3 201/2014	YEAR 4 2014/2015	YEAR 5 2015/2016	Budget	Source of funding	Responsible person
Insure a skilled and efficient staff complement.	To ensure filling of critical positions.	Filling of Section 56 positions					✓		LM	Municipal Manager
	To ensure expenditure of Municipal Skills training budget spent on Workplace Skills Plan.	100% Municipal budget spent on implementing WSP					✓		LM	Manager: Human Resource Management
	Development of a Municipal retention policy	Adoption of a municipal retention policy by 30 March 2016					✓		N/A	Manager: Human Resource Management
Promote participative, facilitative and accountable Governance	OPMS reviews and reporting	Quarterly reports presented to EXCO on a quarterly basis					✓		N/A	Manager: Strategic Planning
	Development of the Annual	Annual report tabled to Council by 25 June					✓		N/A	Manager: Strategic



	Report									Planning
	OPMS Reviews (SDBIP)	Submission of Mid-Term performance report to Council by 25 January					✓		N/A	Manager: Strategic Planning
<b>Objective</b>	<b>Strategies</b>	<b>Performance Indicators</b>	<b>YEAR 1 2012/2013</b>	<b>YEAR 2 2013/2014</b>	<b>YEAR 3 2014/2015</b>	<b>YEAR 4 2015/2016</b>	<b>YEAR 5 2016/2017</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible person</b>
	To ensure that the organizations finances are managed sustainably	Quarterly Internal Audit reports submitted to Audit Committee					✓		N/A	Manager: Internal Audit
	Prepare Annual Performance Information	Submission of Annual Performance to AG, COGTA and Treasury by 31 August					✓		N/A	Manager: Strategic Planning
<b>KPA: BASIC SERVICE DELIVERY</b>										
	To ensure proper management and maintenance of the existing infrastructure	Develop and implement an Asset Maintenance and Rehabilitation Plan by 30 December					✓		N/A	Director: Infrastructure and Manager PMU
	TO ensure proper management and maintenance of the existing infrastructure	Percentage of Capital Budget Spent					✓			Manager: PMU
	Ensure provision of Basic services to local	Number of community services reports					✓		N/A	Director: Community Services



	communities	submitted on provision of basic services								
Objective	Strategies	Performance Indicators	YEAR 1 2012/2013	YEAR 2 2013/2014	YEAR 3 2014/2015	YEAR 4 2015/2016	YEAR 5 2016/2017	Budget	Source of funding	Responsible person
	Ensure provision of Basic services to local communities	Number of households with access to refuse removal					✓			Director: Community services
	Ensure provision of Basic Services to local communities	Frequency of collection of refuse removal					✓			Director: Community Services
	Review the Infrastructure Master Plan	Date adoption of the reviewed Infrastructure Master Plan					✓			Director Infrastructure & Manager: PMU
Provision of low cost housing	KwaMbotho rural housing	Number of houses built					✓			Director and Manager: Development Planning
	MaZakhele Phase 3	Number of houses built					✓			Director and Manager: Development Planning
	KwaJali & KwaMachi Phase 2	Number of houses built					✓			Director and Manager: Development Planning
To ensure investment on infrastructure development and service	Construction and Rehabilitation of Tuner and Shepstone Roads	Number of KM's of roads constructed					✓			Manager: PMU



delivery										
Objective	Strategies	Performance Indicators	YEAR 1 2012/2013	YEAR 2 2013/2014	YEAR 3 2014/2015	YEAR 4 2015/2016	YEAR 5 2016/2017	Budget	Source of funding	Responsible person
	Upgrade of municipal Land Fill site	Completion date					✓			Manager: PMU
	Construction of Community Hall in Ward 5.	Date of completion					✓			Manager: PMU
	Construction of Callway Street (Ward3)	Date of completion					✓			Manager: PMU
	Erection of high masts in Ward4)	Date of completion					✓			Manager: PMU
	Construction of Bhudlu access road (ward9)	Date of completion					✓			Manager: PMU
	Ensure maximum expenditure of Capital and MIG budgets	100% expenditure of Capital budget and MIG.					✓			Manager: PMU
LOCAL ECONOMIC DEVELOPMENT										
To establish economic growth and development in all economic sectors with particular focus agriculture ,tourism & manufacturing	Local Economic Development and promotion	Date of adoption of the LED reviewed strategy by council by 30 December 2015					✓			Manager: Strategic Planning
Objective	Strategies	Performance Indicators	YEAR 1 2012/2013	YEAR 2 2013/2014	YEAR 3 2014/2015	YEAR 4 2015/2016	YEAR 5 2016/2017	Budget	Source of funding	Responsible person
	Review of the	Date of adoption					✓			Manager:





	Informal trading policy	of the reviewed Informal trading policy								strategic Planning
	Provide capacity building through training	Number of training programmes attended SMME's/CO'OP S					✓			Manager: Strategic Planning
	Job creation & poverty alleviation	The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.					✓			Manager: Strategic Planning
	EPWP	The number of local jobs created through the Municipality's EPWP programme					✓			Manager: PMU
							✓			
Objective	Strategies	Performance Indicators	YEAR 1 2012/2013	YEAR 2 2013/2014	YEAR 3 2014/2015	YEAR 4 2014/2015	YEAR 5 2015/2016	Budget	Source of funding	Responsible person
To ensure that the organization's	Ensure annual cash flow management	Submission of monthly					✓			Chief Finance Officer



finances are managed sustainably		statement of cash out flows and cash In-flows to Treasury by date								
	Implement proper Creditors & Payments Administration	Percentage of invoices paid within 30 days from the receipt by creditors					✓			Chief Finance Officer
	The municipality ensures preparation of budget and compliance with all legislative requirements	Date of approved Draft budget by 31/03/2016					✓			Chief Finance Officer
To enhance revenue base and ensure financial viability and management	Generate Monthly Billing reports	Number of Month end Billing Report generated by date					✓			Chief Finance Officer
	Improve Debt Collection (revenue Enhancement)	% Reduction of the debtors book by date					✓			Chief Finance Officer
<b>Objective</b>	<b>Strategies</b>	<b>Performance Indicators</b>	<b>YEAR 1 2012/2013</b>	<b>YEAR 2 2013/2014</b>	<b>YEAR 3 201/2014</b>	<b>YEAR 4 2014/2015</b>	<b>YEAR 5 2015/2016</b>	<b>Budget</b>	<b>Source of funding</b>	<b>Responsible person</b>
To ensure a maximization of the municipality's	Continuous Update of asset register	Updated GRAP compliant FAR on a monthly					✓			Chief Finance Officer



resources in a sustainable manner		basis								
	Ensure compliance with Sec 71 & 72 Reports, National Treasury Reports & Statutory Returns.	Monthly S 71 and In Year Monitoring Returns submitted by legislated deadline					✓			Chief Finance Officer
	Produce S72 report and submit to Council for adoption	section 72 report is submitted to council not later than 20/01/2016					✓			Chief Finance Officer
To ensure that the organization's finances are managed sustainably	the municipality ensures preparation of budget and compliance with all legislative requirements	Prepare budget for 2016/17 financial year					✓			Chief Finance Officer
	Preparation and submission of annual financial statements to auditor general	Prepare annual financial statements and submit to Auditor General					✓			Chief Finance Officer
GOOD GOVERNANCE AND COMMUNITY PARTICIPATION										
Objective	Strategies	Performance Indicators	YEAR 1 2012/2013	YEAR 2 2013/2014	YEAR 3 2014/2015	YEAR 4 2014/2015	YEAR 5 2015/2016	Budget	Source of funding	Responsible person
To develop a strong institution to support consultative	Ensure ward committees are functional	Number of Ward Committee meetings reports					✓			Manager: Strategic Planning



and participatory local governance		anticipated								
	Mayoral led IDP/Budget IZIMBIZO	10 IDP/Budget IZIMBIZO					✓			Manager Strategic Planning
To provide a platform for wide range of economic and social choices and opportunities for youth in building unity and cohesion	Support of young people through Provision of tertiary registration	Final date of approval of beneficiary list by council/Committee.  Semester 1)  (Semester 2)					✓			Manager: Youth Programs
Provision of a COMMUNITY & SCHOOL SUPPORT PROGRAM	To organize Career Exhibition in partnership with DoE	Number of Schools Attending Career Exhibition					✓			Manager: Youth Programs
	Convening of the youth seminar to properly plan youth programmes	Date of the Youth Seminar					✓			Manager: Youth Programs
To ensure Prioritization of needs of the vulnerable groups	Organise campaigns to fight the scourge of HIV and AIDS						✓			Manager Special Programs
	Implementation of and monitoring of Operation Sukuma Sakhe programmes	Submission of reports to DTT & LTT (Operation Sukuma Sakhe					✓			Manager Special Programs
Improve the Municipal Audit opinion and	Approved and implemented Audit plan	Number of internal audit reports for					✓			Manager: Internal Audit



Accountability		submission to Audit Committee								
	Internal Audit to produce performance reports and submitted to Audit Committee	Number of internal audit reports on performance to be submitted to AG					✓			Manager: Internal Audit
To develop a strong institution to support consultative and participatory local governance	Development of a Communication Strategy	Date of adoption of Communication strategy					✓			Municipal Manager
<b>CROSS CUTTING INTERENTIONS</b>										
Implementation of the land use management	Completion of municipal LUM SCHEME	Date of completion								Manager: Development Planning
To vigilantly plan and manage unforeseen natural disaster.	Establishment of a disaster sector plan	Date adoption of reviewed disaster sector plan								Director: Community Services
	Review of Disaster Management Plan	30 June 2016								Director Community Services
	Date adoption of the waste management plan by Council.	30 March 2016								Director: Community Services.

## SECTION K: PROGRAMS AND PROJECTS FOR SERVICE DELIVERY

In line with the Municipal Systems Act, the Municipal Council engaged all communities within the Municipality in a public participation process of reviewing the IDP through IDP and Budget Road shows. The Road shows provide an opportunity to all members of the community a platform to give inputs in the IDP. Here below are the projects and programmes provided by the communities of Umuziwabantu.

NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
No.	Project Name	Area	Funding	12/13 Budget Allocation	13/14 Budget Allocation	14/15 Budget Allocation	15/16 Budget Allocation	Nature
LM.1	Santombe Community Hall	Ward 1	Municipal					
LM.2	Access Road to Cemetery site and one for Ediphini (Emkangala)	Ward 1	Municipal					Infrastructure
LM2	Construction of Sontombe Sport Field	Ward 1	Municipal					Infrastructure
LM2	Construction of KweLabasha Road	Ward 1	Municipal					Infrastructure
LM2	Construction of KwaLunda Road (Kwasihogo)	Ward 1	Municipal					Infrastructure
DM.3	KwaFodo Phase 3 to Dumisa	Ward 1	DM					Infrastructure
DM.8	KwaFodo phase 2 water booster pump	Ward 1	DM	R7 000 000.00	R 48 000	R 45 000		Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
	station				000	000.00		
<b>LM.2</b>	Road from Ekuthokozeni Creche to Mthintanyoni.	Ward 1	Municipal					Infrastructure
	High School	Ward 1	Department of Education					Infrastructure
<b>LM1</b>	Mnukwa Road	Ward 2	Municipal		TBA			Infrastructure
<b>DM.1</b>	KwaMbotho water extensions	Ward 2	DM		3 000 000.00			Infrastructure
<b>LM2</b>	Sport grounds at Esabelweni, Fihla, kwaGasa, Ndlovini, Xambu and Mpeshe	Ward 2	Municipal					Infrastructure
<b>LM2</b>	Hall at Mpeshe	Ward 2	Municipal					Infrastructure
<b>LM3</b>	Crèche at Bashaweni	Ward 2	Municipal					Infrastructure
<b>LM1</b>	Naming of streets for Mazakhele and Greenfields	Ward 3	Municipal					Infrastructure
<b>LM1</b>	Tarring of Mazakhele streets	Ward 3	Municipal					Infrastructure
	Living stone Phase 4			R 12 Mil				Infrastructure





NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
<b>LM1</b>	Arts Centre Establishment	Ward 3	DSR & AC			R12 mil		Infrastructure
<b>LM1</b>	Construction of Greenfields Roads	Ward 3	Municipal	<b>R8.3 mil</b>		R3 Mil		Infrastructure
<b>LM 1</b>	Tarring of the top part of Shepstone street	Ward 3	Municipal	R4.4 mil				Infrastructure
	Mazakhele cemetery	Ward 3	Municipal					Infrastructure
	Construction and tarring of Roads Mazakhele	Ward 3	Municipal					Infrastructure
	Mazakhele Community Hall	Ward	Municipal					Infrastructure
	Filling of potholes (Ghostown, Selea & Mazakhele)	Ward 3	Municipal					Infrastructure
	Skip Bins (Sutton School)	Ward 3	Municipal					Infrastructure
	Construction of road 60m of Reynolds street to Ghost town.	Ward 3	Municipal					Infrastructure
	Harding Park Phase 2	Ward 3	Municipal					Infrastructure
	Winterton community hall phase 1	Ward 3	Municipal					Infrastructure
	Winterton chreche phase 1	Ward 3	Municipal					Infrastructure
	Upgrade West part of Shepstone street from Hancock street up Turner street	Ward 3	Municipal					Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
	(industrial area).							
	Upgrade Kirk street from Conner street to high school Musgrave street.	Ward 3	Municipal					Infrastructure
<b>LM 1</b>	Upgrade Callaway street from Murchison street to N2.	Ward 3	Municipal					Infrastructure
<b>LM 2</b>	Sport Ground for Ocingweni	Ward 4	Municipal	In progress R2.2 mil				Infrastructure
								Infrastructure
<b>LM 2</b>	Elangeni community hall	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Elangeni crèche	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Elangeni sports ground	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Installation of Electricity Mast at Elangeni	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Nyanisweni Access road	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Irrigation scheme at Inkasa	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Speed humps on P 58	Ward 4	Mun					Infrastructure
<b>Lm 2</b>	Arts Centre at Ocingweni	Ward 4	Mun					Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
<b>LM 2</b>	Installation of MTN/Vodacom network	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Clinic at Esikhulu	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Matendeni Access Road	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Ocingweni bridge (crossing over to Inkwa)	Ward 4	Mun					Infrastructure
<b>LM 2</b>	Construction of Bridge connecting Ngunjini to Mzukulwa	Ward 5	Municipal	Done	<b>R1.4 mil</b>			Infrastructure
<b>LM2</b>	Sport Ground at Koloni	Ward 5	Municipal					Infrastructure
<b>LM 2</b>	Construction of Peter Mokaba RD	Ward 5	Municipal	Done	<b>R2.3 mil</b>			Infrastructure
<b>LM2</b>	Construction of Ntshangwe to Eringini Road	Ward 6	Municipal					Infrastructure
<b>LM 2</b>	Construction of Ntshangwe to Nyovela road	Ward 6	Mun					Infrastructure
<b>LM 2</b>	Construction of Ekwadini to Nhlanza	Ward 6	Municipal					Infrastructure
<b>LM1</b>	Bridge from KwaNhlanza to Mjika	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Sport Complex for Mdlangathi	Ward 6	Municipal					Infrastructure
<b>LM 2</b>	Renovation of Xhamini Hall	Ward 6	Municipal					Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
<b>LM2</b>	Construction of Gadenzima road	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Construction of Magwala access road	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Nkwalini Access Road	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Nobedina Junior Secondary School	Ward 6	Municipal					Infrastructure
	Embuzini Road	Ward 6	Municipal					Infrastructure
	UCC Road	Ward 6	Municipal					Infrastructure
	KwaVezi Access road	Ward 6	Municipal					Infrastructure
	Ekuthuleni access road	Ward 6	Municipal					Infrastructure
	Diphini Access road	Ward 6	Municipal					Infrastructure
	Bridge connecting Emavetheni and Ringini	Ward 6	Municipal					Infrastructure
	Revival of Nhlanza Baker		Municipal & DED					Infrastructure
	Revival of Bambanani poultry project		Municipal & DED					Infrastructure
	KwaXaba access road	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Mbucu Pedestrian bridge	Ward 6	Municipal					Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
<b>LM2</b>	Mjika Clinic	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Ntshangwe Community Hall	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Upgrade of Mdlangathi Sports field	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Magawana crèche (Mshisweni)	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Khanyisani crèche (Nhlanza)	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Kuzukukhanya crèche (Mthetu)	Ward 6	Municipal					Infrastructure
<b>LM 1</b>	Fencing of dam at Mthentu	Ward 6	Municipal					Infrastructure
<b>LM1</b>	Ntshangwe to Ringini access road	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Magwala Access road	Ward 6	Municipal					Infrastructure
<b>LM3</b>	Ntshangwe community Hall	Ward 6	Municipal					Infrastructure
	Construction of Mjika Road	Ward 6	Municipal					Infrastructure
	Bhekamampondo access road	Ward 6	Municipal					Infrastructure
<b>LM2</b>	Gravelling D914, D1032, Access Rd to all schools	Ward 7	Municipal					Infrastructure
<b>DM7</b>	Harding Weza water supply-dam	Ward 7	DM	5 000 000.00	25000000	25 000000		Infrastructure
<b>DM5</b>	Harding Weza phase 7	Ward 7	DM	2 000 000.00	20 000000	20000 000		Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
<b>LM 2</b>	Construction of Hall at Mkhoba	Ward 7	Municipal	Done		R6 254 325		Infrastructure
<b>LM 2</b>	Pedestrian bridge over Weza river	Ward 7	Municipal	In progress				Infrastructure
<b>LM.3</b>	Constr. of MPCC at Nkungwini	Ward 7	Municipal					Infrastructure
<b>LM 2</b>	Upgrade of D 862	Ward 7	Municipal					Infrastructure
LM1	Upgrade Main Road D862 Mkhoba to Esitezi)	Ward 7	Municipal					Infrastructure
	Mobile Police Station	Ward 7	SAPS					Infrastructure
	High School	Ward 7	Department of Education					Infrastructure
	Library	Ward 7	Department of Education					Infrastructure
	Construction of D862	Ward 7	Municipal					Infrastructure
	Upgrade Mawani Bridge.	Ward 7	Municipal					Infrastructure
	Road from KwaJaca to Eswwaneni / Ntaba	Ward 7	Municipal					Infrastructure
	Kwa Mthwazi access road (KuNgqolo)	Ward 7	Municipal					Infrastructure
	Mazibukweni access road	Ward 7	Municipal					Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
	Reconstruction of mazibukweni bridge	Ward 7	Municipal					Infrastructure
	Gravelling access Rd from Shabalala to Shangase (Mkhoba)	Ward 8	Municipal					Infrastructure
<b>LM 2</b>	Construction of Jabulani Road	Ward 8	Municipal					Infrastructure
<b>LM 2</b>	Construction Hlabe Road to KaNgubelanga	Ward 8	Municipal	In Progress				Infrastructure
<b>LM 1</b>	Apollo Lights at KwaMbonwa township	Ward 8	Municipal					Infrastructure
<b>LM1</b>	Pedastrian bridge from KaMbuthuma (Esiqithini) to KwaJali	Ward 9	Municipal					Infrastructure
<b>LM1</b>	Sewing Centre at KaMbuthuma	Ward 8	Municipal					Infrastructure
<b>LM</b>	Fencing of burial area at KaMbonwa	Ward 8	Municipal					Infrastructure
LM1	Constr. Of Access Road Hlabe to KaNgubelanga	Ward 8	Municipal	In Progress	R2.1M			Infrastructure
LM1	Tarring of D907	Ward 8	Municipal					Infrastructure
LM1	Bridge from Khwezi to KaNtombela	Ward 8	Municipal					Infrastructure
	High School	Ward 8	DOE					Infrastructure
	Construction of bridge Edipini to Endakeni	Ward 8	Municipal					Infrastructure





NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
	Creche (Esitezi and Siqithini)	Ward 8	DSD and DOE					Infrastructure
	Construction of D907 and D913 (Esitezi)	Ward 8	Municipal					Infrastructure
	Old Aged Home (endakeni)	Ward 8	DSD & Municipal					Infrastructure
	Etsheni access road	Ward 8	Municipal					Infrastructure
	Water at Memela to Mbali & 5 location	Ward 8	UGu					Infrastructure
	Mfundeni access road	Ward 8	Municipal					Infrastructure
	Sewing Centre	Ward 8	Municipal					Infrastructure
<b>LM.1</b>	Bhudlu access road and Bridge	Ward 9	Municipal					Infrastructure
<b>LM 2</b>	Gravelling of D1033	Ward 9	Municipal					Infrastructure
<b>LM 2</b>	Construction of Bhudlu Community Hall	Ward 9	Municipal					Infrastructure
<b>LM 2</b>	Construct. Of Engele Community hall	Ward 9	Municipal					Infrastructure
<b>LM 3</b>	Construction of Malini access road	Ward 9	Municipal					
<b>LM2</b>	Esikhulu Clinic	Ward 9	Municipal					Infrastructure
<b>LM2</b>	Engeli Crèche	Ward 9	Municipal					Infrastructure
<b>LM 1</b>	Bridge connecting Mlolweni and Eskhulu	Ward 9	Municipal	Done	R5.2	R3 029 322		Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
	Electrification KwaJali and KwaMbotho (Esabelweni)	Ward 9	Dept. Of Energy		R10.8m Done	R5m		Infrastructure
<b>LM1</b>	Pedestrian bridge at Mazibukweni	Ward 9	Municipal					Infrastructure
	Phumza Community Hall	Ward 9	Municipal	In progress				
	Stand pipes at Mlolweni and Esikhulu	Ward 9	UGU					Infrastructure
	Electricity Infillis at Nyandeni	Ward 9	Eskom					Infrastructure
	KwaJali Shopping centre	Ward 9	Municipal					Infrastructure
	Revive Bakery Project	Ward 10	Municipal					Infrastructure
	Phumza Clinic	Ward 10	Municipal					Infrastructure
<b>LM.4</b>	Madwaleni Road	Ward 10	Municipal					Infrastructure
	Mzinhlanga road to Matsheketsheeni road	Ward 10	Municipal					Infrastructure
	Zamani Road to Diphini	Ward 10	Municipal					Infrastructure
	Construction of Phumza sports field	Ward 10	Municipal					Infrastructure
	Construction of Road from Esitolo KaMdlazi.	Ward 10	Municipal					Infrastructure



NATIONAL KEY PERFORMANCE AREA				INFRASTRUCTURE AND SERVICE DELIVERY				
	Mobile police station	Ward 10	SAPS					Infrastructure
	Construction of Mangashuza Road	Ward 10	Municipal	Done				
	Construction of Somsnewu Road	Ward 10	Municipal					Infrastructure

## **2015/2016 IDP/ BUDGET ROADSHOW: PUBLIC COMMENTS**

The Umuziwabantu Council under the leadership of the Mayor Cllr D. Nciki and the District Mayor Cllr NH Gumede visited all the municipal wards to present the IDP and Budget for the 2015/2016 financial year. The following are the comments received from the communities.

### **WARD 1: 20/04/2015 - SANTOMBE SPORTS GROUND**

1. Mlai Sikhosana: Ward Committee
  - Lamont Road was budgeted for in the previous year but not done.
  - If there is budget allocation for Umkangala Electrification
  - Need assistance for a child who is going to enter Miss South Africa Junior.
2. **Noma Mnyandu**
  - Criteria followed to employ EPWP
3. **Elsie Dlamini: Gudlucingo**
  - Request assistance for a crèche: Sinomva and Thembeke Creche
4. **Thembalihle Xaba: Nkoneni**
  - Ugu to assist during water crisis
  - Requesting standpipes for: Sitholeni, Mqadi, Eggabeni next to Mtolo and Ethangini.
  - Maintenance of D1047 road
  - Access road from KwaNolinda
5. **Mabutho Dlamini**
  - Hall for KwaDumisa
  - High school for KwaDumisa
6. **Mrs Sikhosana**
  - She is raising a child who does not have parents, need financial assistance from the municipality.

### **WARD 02: 17/04/2015 – MPESHU COMMUNITY HALL**

1. **Zanyiwe Gasa**
  - Water for Senior Citizens
2. **Mr Silangwe**
  - Appreciation for service delivery
3. **Lungelo Ntaka: Siganseni**
  - Maintenance of Community Facilities
  - Access Roads
  - Shortage of Water , ugu trucks to supply water
4. **Mrs Luna: Bashaweni**
  - High Mast which was in the priority list
5. **Alton Mbhele: Bhidla**
  - Bridge
  - Fencing of Sethembiso Coop
  - Hall
  - Electricity infills and toiles for new households



- Reconstruction of Masani road D165
- 6. Mr Bethwell Njongo**
  - Mnukwa Hall is not complete
  - Bridge next to Nciya School to be completed
  - To employ Zibambeke for the Maintenance of Masontweni to Thuthuka (D860)
- 7. Mr Mbatha**
  - No development at Esiganseni. (community was advised to submit projects to the municipality for financial support)
- 8. Linda: Bashaweni**
  - Electricity Infills for new houses
  - Maintenance of access roads
- 9. Nomadrayi Njongo**
  - Disaster house for Namadrayi Njongo
- 10. Mr Cele: Fihla**
  - Water
  - Access roads

### **WARD 3: 13/04/2015 – MUNICIPAL HALL**

- 1. Buyiswa Base: Phase 1**
  - Roads are in bad condition
  - Requesting Construction of a Hall
- 2. Nzimande**
  - Progress report for Shepstone Street
- 3. Mr Silangwe**
  - Not happy with the tariff charge for water and sanitation. Harding water is too expensive
  - Ugu Service is very poor, they don't get assistance from Harding offices
  - KwaMazakhele Street lights are not working
  - Roads in town are not in good condition.
- 4. Vuyo : Greenfields**
  - Street from bargain to greenfields is in bad condition
  - Grass cutting for KwaMazakhele
- 5. Mrs Kheswa: Moodie Street**
  - Hall for KwaMazakhele
  - Water tariff is too high
- 6. Mrs Dlamini: Turner Street**
  - Flowing pipes at Turner Street were put aside the road
  - Street lights sometimes don't work
- 7. Mr Madikizela: Shepstone Street**
  - No street light in Shepstone street
  - Drive ways are in bad condition
  - They wrote a letter in 2013 regarding Shepstone street and were informed that it would be dealt with in 2014/2015.
- 8. Nolwando Gwalashiya: Phase 2**
  - Road is in bad condition
- 9. Mr Strydom**



- Water crisis and Harding water is too dirty
- Geysers are full of dust and they have to buy new ones
- When reporting to ugu they come in their own time
- High rate of water
- It takes 8 months for the municipality to cut the grass
- They don't accept water increment of 7%
- Harding dam is too small

**10. Sindiswa Ncwane: Phase 1**

- Thanked Ugu for supplying water with water tanks
- The Municipality to look into the issue of Harding Sport ground which is a drug zone
- Grader issue to be looked into since the grader is always gone for repairs.
- Street lights for KwaMazakhele

**11. Mqondisi Mkhize: Phase 2**

- Maintenance of Provincial road

**WARD 4: 09/04/2015 – VUKUZAKHE MPCC**

**1. Nosiphiwe Mbhele**

- Clarity on mayoral bursary
- What does it consider is it only for grade 12 or even those stuck with fees in university.
- And who to contact.

**2. Zethu Machi: Nyanisweni**

- What was done with Child and Gender funding in the past years
- Which gender does grant cater for

**3. Nosipho Mpofu**

- Water standpipes are very far who can help us to bring it closer

**4. BG Meteshane from Elangeni**

- Request for upgrade of access road at Elangeni e Dolophini

**5. Bonga Nzimande from ocingweni**

- They have water stream (ngwanya river ) at ocingweni we request UGU to assist
- Who are ward committees in their area because they have programmes but they don't know who to consult with.

**WARD 05: 13/04/2015 – MVUYO SPORTS GROUND**

**1. Bonginkosi Cwele**

- Clarity whether Mzukela bridge is complete or not complete
- The sportfield to be properly graded
- Facilities and transportation of disabled people

**2. Mageba Qalokuhle**

- There is no development in ward 5
- The issue of main line standpipes be addressed.

**3. Mashsha Shezi**

- Time frame for all projects
- Toilets and electricity infills



- Not enough water tankers to supply water
- 4. **Mrs Mayela: Bhekamampondo**
  - No access roads
  - No water and eve water pipes
  - No developments in Mthavuna
- 5. **Eslina Ncayiyana**
  - Requesting RDP house for Eslina Ncayiyana
- 6. **Mrs Nene**
  - Request for Funding for Kubusisweni Creche and fencing
- 7. **Sphamandla Mokoena – Lanqenqe**
  - Training for Skills Programme

#### **WARD 06: 10/04/2015 – KWAPHONDO SPORTSFIELD**

1. **Muziwokulunga Machi**
  - Registration fund to be increased
2. **Zwelibanzi Madiya**
  - Construction of Mjika Road
  - Mangashuza road is not complete
3. **Babongile Ncobela**
  - Water crisis
4. **Nomonde Mthembu**
  - Requesting garden project at Mshisweni.
  - How do they get together for senior citizens recreation programme.
5. **C Ncayiyana**
  - Bursary fund increment and criteria followed

#### **WARD 7: 30/04/2015 – ENKUNGWINI SPORT GROUND**

1. **Nkululeko Mhlamvu :Emazibukweni**
  - Request to reconstruct the bridge at Mazibukweni.
  - Maintenance of access road
2. **Simphiwe jali: Nqolo**
  - Request for RDP housing and electricity.
3. **W Mkhayisa**
  - Mazibukweni road to be reconstructed
4. **Siphelele Xaba**
  - Can they be funded if they want to hold a campaign for gender
  - Progress regarding phase 2 housing project.





**5. Dubula Fundiswa**

- Request for disaster house

**6. Mr Ngcobo**

- He is disabled and he is requesting for standpipe into to house because he can't walk.

**WARD 8: 28 /04/2015 – NGUBELANGA HALL**

**1. Ms Msezana**

- VIP toilet shortages when are they going to get them?

**2. Mpumelelo Mbongi**

- Writers and poets they need funding

**3. Sanele Vezi**

- Clarity about LED Projects

**4. Pinaar**

- Request for water: elokishini

**5. Thokozani mdaweni**

- At 5 locations they need RDP houses for old people.
- Suggestion by councillors to employ community themselves when there are infrastructure projects.
- Under municipality are there any disable people that are employed.

**6. Mluleki Nzala :Mkhoba**

- Request for funding they are a group of 12 singing Umaskandi.
- They applied for NPO certificate in 2012 and they don't know what happened.

**7. Magosini :Mfundeni**

- Request for electricity
- Request for access road
- Water crisis

**8. Bawinile Mbili**

- Request for renovating the hall
- Request for electricity.
- Water crisis at Ekhawini and Dresini

**9. Mrs. Nsimbi: Ngubelanga**

- Request help for orphans (her neighbours)

**10. Mbuthuma**

- Thanked the Ward Councillor for water eDiphini for their cattle



**11. Sanele Memela: Mkhoba**

- When will funds for July registration be available
- Concern for Ugu District not visiting their ward
- Thanking the Municipality upgrading the road at 5location.

**12. Thomas**

- Request for upgrade of Access road going to the Clinic

**13. Tholakele Dlamini**

- Water crisis kwa Memela to Mbali

**14. Joseph Nhlangulela: 5 Location**

- Water Crisis
- His house is leaking when it's raining
- Shortage of toilets

**15. T Tshangase**

- The issue of the request for a house that he has been sent from pillar to post about.
- He is not receiving old age grant: he has been trying to register for a long time now.

**16. Phindile Msizazwe**

- Grass is too long in the access road from kwaHlabe

**17. Sfiso Jali**

- They only see money for Capital Funding on the paper but all the time they need houses they are told that there are no funds
- When is the Municipality going to build Houses for Senior Citizens.

**18. L Vezi**

- Request for access road at Etsheni area

**19. Nontanto Ngidi: Esibayeni**

- In her area her house is the only one without electricity and what must she do

**20. Nzulelwa Mpofana**

- Men in the community chased away the grader that came to upgrade the road at KwaNgubelanga

**WARD 9: 23/04/2014 – KWAJALI TRIBAL AUTHORITY**

**1. Amelia Nomathanqa machi: Embizweni**

- If the beneficiary did not get the house what to do



- shortage of standpipes UGU must assist
- 2. Mathambela Disani**
  - Upgrade of bridges from Mlolweni to Eskhulu
- 3. Jali Nyandeni**
  - Jojo water tanks for RDP housing are damaged
- 4. Jabulule Madiya :Eskhulu**
  - Water pipe has been damaged at Esikhulu
- 5. Nomvuselelo Mkhize: Mlolweni**
  - They don't have taps so they still using water from Weza
- 6. Phathiwe Jajisa : mlolweni**
  - She was one of the beneficiaries but she did not get the house.
- 7. Ryan Ndonyela :Mjika**
  - Unemployed because they are un educated
  - Request for shopping centre for kwajali to minimise travelling cost.
- 8. Ncobela Bhekiwe : mbuthuma**
  - Request for RDP house
- 9. Phikani Ngubelanga : skhulu**
  - Her daughter passed away who was a beneficiary, but they didn't get the house.
- 10. Ngubane Samson : nyandeni**
  - Electricity infill
  - Access roads
- 11. Betty dudeni : mbizweni**
  - Request for crèche at mbizweni
  - They don't have bridge
- 12. Massage to mayor**
  - Fencing for tribal court Garden

#### **WARD 10: 21/04/2015 – MAQAKALENI CLINIC**

- 1. Mrs. Ndaba**
  - For which gender group does Gender Programme caters for.
- 2. Nondaba: Nhlokoyenkomo**
  - Requested clarity on back to school programme.
- 3. Mrs Ncayiyane 1**
  - Construction of Mangashuza Road.
- 4. Mrs Ncayiyane 2**
  - Gobiqolo did not reach Ringini as was promised.
  - Requesting windows for Chicken project.
- 5. Barbra Sokhela**
  - Construction of Somsewu Road

#### **SECTION L: PERFORMANCE MANAGEMENT SYSTEM**

The Municipal Planning and Performance Management Regulations stipulate that a Municipality's Organisational Performance measurement (OPMS) must entail a



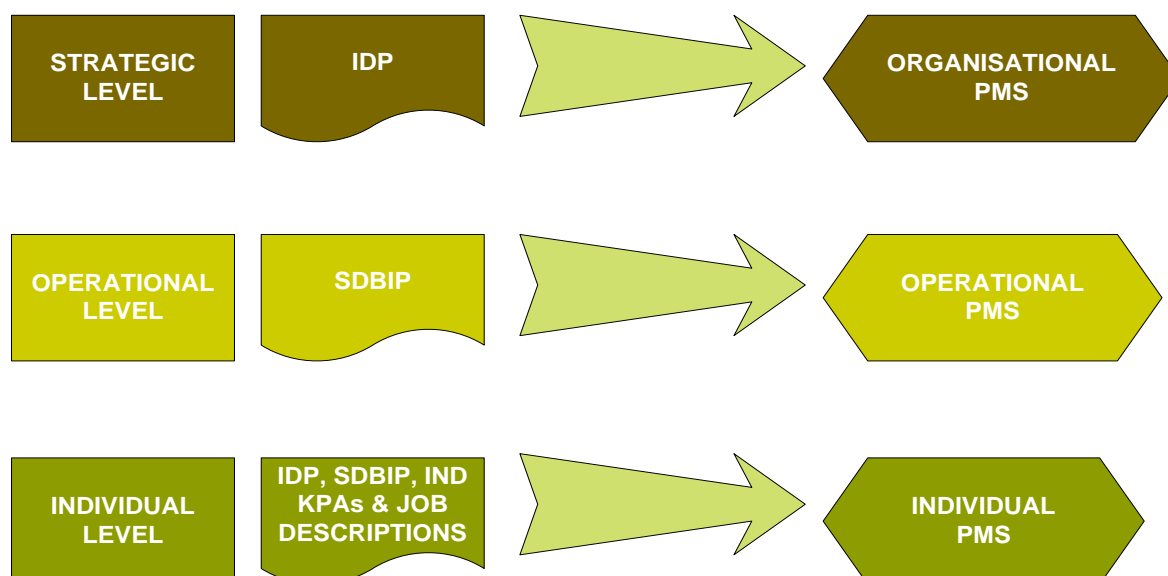
framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

In line with the said legal requirements, this framework should be seen as a policy document that sets out:

- The requirements that the Municipality's OPMS will need to fulfill.
- The principles that must inform its development and subsequent implementation
- The preferred performance management model of the municipality
- The process by which the system will work
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

The municipality has developed a performance management system which is being used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP.

PMS is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the Municipal vision, objectives and community aspirations. The performance of the Municipality is being reviewed quarterly and corrective measures are being implemented where necessary.



The Municipality has developed a performance management system which will be used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP. The performance management system is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the municipality's vision, objectives and



community aspirations. The performance of the municipality will be reviewed quarterly and corrective measures be implemented where necessary.

Additionally the municipality ensures that all section 57 employees sign performance contracts aligned to the municipal IDP and objectives. The municipality will also ensure that employees reporting directly to Head of Departments have performance plans to enable a focused performance of the municipality.

#### **PMS KEY ELEMENTS PROGRESS AND STATUS**

<b>ELEMENTS</b>	<b>PROGRESS</b>
Performance Management System Framework	(2014/2015) In place and reviewed annually



Section 57 employees Performance contracts 2014/2015	In Place and signed annually
Performance Audit Committee	In place
Employee performance appraisal system	2006 Regulations and adopted PMS policy
Annual Report 2013/2014	Annual report tabled to Council and publicised for comments.
Quarterly Reports	Conducted on quarterly bases
Public Participation	Conducted
Customer satisfaction surveys	Not done

## ANNEXURES

NO.	SECTOR PLAN	STATUS OF PLAN
01	Spatial Development Framework	Adopted 26/06/2015
02	Infrastructure Master Plan	Outdated, To be reviewed
03	Housing Sector Plan	Outdated; To be reviewed



2016/2017

04	Strategic Environmental assessment	Draft to be adopted
05	PMS policy Framework	Reviewed annually
06	SDBIP	Approved by
07	IDP/BUDGET PROCESS PLAN	Reviewed annually
08	DM sector plan	Reviewed annually